

City of Mesa Parks and Recreation Plan



**City of Mesa
Parks and Recreation Division
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City Council Adoption – August 5, 2002

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Introduction

The purpose of the Mesa Parks and Recreation Division Strategic Master Plan is to provide a broad policy and management framework to guide decision-making to meet current and future recreational needs well into the twenty-first century. The recommended policies and actions are intended to further the city's General Plan to address "Growing Smarter plus Legislation" and the city's Strategic Plan completed in June 2001. The Parks and Recreation Strategic Master Plan is comprehensive in that it addresses the recreation programming, park maintenance, park land, and recreation facility needs that are required to support Mesa residents over the next twenty-five years.



What is a Strategic Master Plan?

The purpose of developing a Strategic Master Plan is to create a clear picture of the organization's future. A Strategic Master Plan sets into motion a vision of what the organization needs to focus on over the next five, ten, and twenty-five years based on what the community desires from its parks and recreation services. The Strategic Master Plan identifies key milestones to be achieved over the first five years and creates action plans through which the organization can guide its efforts.

A Strategic Master Plan is a living document that will require annual review of the work accomplished and the outcomes achieved. At a minimum, this plan should be updated every five years to keep pace with Mesa's changing environment.

The entire process of the Strategic Master Plan can be viewed as a goal setting, consensus-building exercise with the intent of developing recommendations and strategies to guide future planning and development in the city.



The Strategic Master Plan for the City of Mesa reflects a three-phase process. The *first phase*, Data Collection, focused on collecting data. The *second phase*, Vision and Recommendations, identified the needs for parks, multi-use paths, recreation facilities, and recreation programs based on the data

findings. The *third phase*, Implementation, provides specific strategies to achieve the goals set forth in the Strategic Master Plan.

Setting the Stage

Providing for the general public's recreational needs is one of the greatest challenges facing local governments. The challenge is complicated by ever-changing



demands and expectations caused by increasing population growth and shifting community demographic profiles. The overall goal of the City of Mesa is to develop opportunities, which meet recreational needs through programs, facilities, parks, and open spaces for all citizens to enjoy.

Over the Strategic Master Plan's 20+ year horizon, Mesa's population is expected to grow to 633,000 by 2025 as projected by Maricopa Association of Governments. As development continues, land opportunities to secure park sites diminish because of escalating land costs and the inability to compete with private sector developers. A key policy recommendation is to acquire park and facility sites now, that will be needed for future generations. Geographic equity of park access is an important consideration to provide short-distance access and service to all city residents. Park site acquisitions should be balanced and proportional to service populations.

Available, undeveloped land for park sites in west Mesa is scarce, making it difficult for the city to achieve a balance of neighborhood, community, metro, and regional parks equitably across the city without undertaking more costly redevelopment efforts. In addition, the east end of the city is currently underserved by neighborhood and community parks. The equity maps that were developed as part of this Strategic Master Plan clearly demonstrate this problem.

The same holds true for recreation facilities. The supply of urban parks and leisure facilities has not kept pace with the recreational demand of dynamic and sustained growth in population and development in Mesa. Related to population, existing park space is 6.69 acres per 1,000 residents, which is far less than the previous city comprehensive plans had outlined for the city to achieve. The Strategic Master Plan's park space policy recommendation is that the city set a minimum threshold of achieving 4.65 acres per 1,000 residents for Mesa west of Power Road and 8.5 acres per 1,000 residents east of Power Road, which would require the purchase of 1,670 acres of new park land to meet the population growth over the next twenty-five years.

Coupled with the above recommendation is the goal to develop a regional park near the General Motors Proving Grounds and the need to create additional indoor recreation program space. New guideline standards indicate that 380,000 square feet of space is needed over the next 25 years. The Strategic Master Plan provides for a mix of new neighborhood, community, metro, and regional parks, and it stresses the need for maximizing joint use with other public facilities, such as schools. An important factor is ensuring easy and safe access for surrounding neighborhoods and the community.



The major challenge to the implementation of this Strategic Master Plan is the lack of dedicated funding sources for capital improvement, land acquisition, and ongoing park and facilities management and operation. The main source of dedicated park funding for capital improvements is the Park Impact Fee Fund. Other funding sources are also available, such as bonding funds. In order to meet the minimum acreage goals of the Strategic Master Plan, approximately \$167 million dollars, at 2002 land prices, will be needed over the next 25 years. No single funding source can reasonably be expected to generate the level of funding required to implement the plan.

“A park system can exert a force upon urban expansion – turn the tables on city growth in effect by separating identifiable urban complexes and, hence, to control their shape and growth by surrounding them with park.”

Alexander Garvin

The American City: What Works, What Doesn't

History: “Where We Have Been”

The Mesa Parks and Recreation Division was established to “acquire, develop and maintain parks and recreation areas, and to organize and direct leisure programs in the city.”

During the 1980's, a period of rapid growth and urban development, the City of Mesa faced a series of challenges regarding preservation of a unique environment and maintaining a high quality of living. The image that a city projects is, in large part, molded by the unique features of that city, as well as the quality of services that the city provides. Quality leisure services and facilities, good schools, responsive safety measures, and health services all help to create a sense of community.



The Parks and Recreation Division has worked hard to develop an effective partnership with the Mesa and Gilbert Public School systems through sharing of resources, including gym and multi-purpose rooms, for recreation programs, and in developing outdoor recreation facilities on school sites, including sports complexes, lighted fields, and aquatic facilities. The growth of youth sports has limited the Parks and Recreation Division's ability to provide the needed recreation programs within school facilities and more space is needed. There continues to be an exceedingly high demand for youth sports fields especially for soccer, baseball, and softball.

The Parks and Recreation Division is committed to providing meaningful parks and open spaces. The Division has had difficulty keeping pace with park land acquisition over the past ten years, acquiring only 2.2 acres per 1,000 new residents. Currently, the city holds 2,862 acres of park-related properties, equaling 6.69 acres per 1,000 residents.

Also, the city has many homeowner associations that hold small parcels of park open space for their residents, which is not included in the overall open space acreage amounts for the city. This is due to a lack of information regarding the total acres available, but these parcels do help in meeting the city's objective for open space.

In addition, the operational costs to provide parks and recreation services in the city continue to increase and new revenue sources need to be developed to support operational increases and to hire necessary additional staff to operate and maintain the system.



“Where Are We Today?”

The Strategic Master Planning process included community input to establish key issues that need to be addressed in the Strategic Master Plan over the next twenty-five years. The community input process identified community needs. The key issues identified are as follows:

- Land acquisition issues
- Planning and design issues
- Park and facility space issues
- Funding and marketing issues
- Public safety issues
- Recreation and leisure program issues
- Intergovernmental park planning and coordination

“Where Are We Going?”

Once the data collection phase was completed, the information was analyzed and summarized. From the summary, definitions were created for vision, mission, values, and goals. The definitions are as follows:

- **Vision**- What we want to be
- **Mission** – What we do to get there
- **Values** – Statements describing the community-based values
- **Goals** – Defined objectives to achieve and fulfill the value statements

In keeping with the Community Services Department vision of making Mesa the greatest place to live, work, and play, it is the mission of the Parks and Recreation Division to achieve this vision.

Needs were identified in several areas of the parks and recreation operation including parks, programs, and recreation facilities, and the cost of improvements. The needs were thoroughly discussed with the Mesa leadership and staff. Staff teams were created to work with the consulting team to focus on each key issue and develop strategies to address them.

The visioning process depends on understanding where an organization and community have been in the past and where they would like to go in the future. Parks and recreation community visions are created through effective community involvement.

The community has outlined, through a variety of input processes, what it values most about the parks and recreation system. They have indicated what parts of the past should be included and updated in the Strategic Master Plan. They have also indicated what key trends should be incorporated into the plan for the division to move forward on, while addressing those critical issues that are most important to solve through implementation of the plan.

Communities are ever changing entities. In order to understand how a community is to change in the future, it is necessary to appreciate its history and culture. The vision, mission, values, and goals that have been created by the community for the Parks and Recreation Division provide an overall direction for the future. It is important to remember that this document is dynamic and must change over time because the makeup and nature of the community of Mesa is ever changing. As the culture of the community changes, adjustments will be made to the plan to address these changes. Twelve goals were developed to guide the division. These goals become the core of all future planning engaged in by the Parks and Recreation Division.

Mesa Parks and Recreation Division Mission Statement

“It is the mission of the Mesa Parks and Recreation Division to provide a system of well-balanced, safe, accessible, and affordable parks and recreation, opportunities, facilities, programs, and services that will enhance the economic vitality of the city; that will foster community and neighborhood pride and stability; that will encourage personal growth, health, and fitness; and that will enhance the general quality of life in Mesa.”



Goals

The Mesa community benefits from parks and recreation services by improved public health, decreased sick care, enhanced community harmony, increased property values, reduced crime, and by the increased attraction for people to live, work and play in Mesa. Parks play a role in attracting businesses to Mesa and parks and recreation services help to create a positive economic market through attracting people to live in the city.



The growing popularity and demand for parks and recreational opportunities are in proportion to the constant growth and development of Mesa. The need for more park facilities is a common theme in Mesa. Numerous community issues regarding parks and recreation have been identified. To address these issues the following goals have been identified.

Goal 1: To demonstrate consistent quality service across the city through effective management standards.

Goal 2: To develop equitable access to parks and open space for all citizens now and in the future.

Goal 3: To maintain the highest quality neighborhood and community parks based on equitable distribution and design to meet the service area needs.

Goal 4: To develop and maintain recreation facilities to meet resident and visitor needs with high quality design and maintenance standards that create community pride and economic vitality, while serving all user skill levels and demographic interests.

Goal 5: To provide recreation services that promote health and wellness for all citizens to create a lifetime user, support lifelong learning, and establish a sense of place.



Goal 6: To create an efficient organization that is performance based, focused on sharing resources, providing quality customer service, building teamwork, and managing systems to the highest level of competency and accountability.

Goal 7: To develop aggressive and sustainable funding source strategies that support 30% of the division's operational budgets over the next five years, that result in increased users and community investment in city programs, services, and facilities and to create pride and ownership.

Goal 8: To be a leader in the use of information technology to improve communication and efficiency between the city, staff, customers, and citizens.

Goal 9: To develop a unified approach and policy on partnering with public agencies, not-for-profit agencies, and private businesses in the delivery of services citywide.

Goal 10: To educate the community on the benefits of parks and recreation services and seek citizen feedback to continually improve services.

Goal 11: To create a balanced, accessible, and integrated system of open spaces and recreational opportunities to serve the current and future residents of and visitors to the City of Mesa.

Goal 12: To develop a parks system and recreation programs that are equitably distributed, accessible, meet user needs, and offer a diversity of both learning and physical activities.



“Past case studies suggest that open spaces, even good ones, cannot be just designed and forgotten. They need to be evaluated and redesigned over time to address changing user needs. Ongoing evaluation and redesign are critical to the life of any open space.”

Mark Francis

User Needs and Conflicts in Urban Open Space: An Issue Based Case Study, 2001

Conclusion

The City of Mesa and the Parks and Recreation Division had a vision to create four key planning documents to drive the city's planning efforts for the next twenty-five years. These four planning documents have impact on how they interface with each other regarding land use, economic development, and transportation. The Parks and Recreation Strategic Master Plan is a twenty-five year plan. The plan calls for a stronger effort to be made by the city to balance development against open space protection.

The city's past general plans have called for higher levels of open space protection that was never achieved. This Strategic Master Plan identifies where gaps in park equity of access exist, and the plan outlines where the city must put forth greater efforts in acquiring land for parks and open space management. The recommendations in this plan are achievable and must be followed for the city to continue its efforts to achieve maximum livability and a balance against economic factors and population growth.

The Strategic Master Plan addresses the need for multi-use paths. The goal of developing 29 miles is called for in the plan. This can be achieved through effective partnerships with power, water, and non-city transportation authorities and the city's Transportation and Planning Divisions. This will allow citizens to move freely through the Mesa community without high levels of conflict between walkers, joggers, cyclists, and cars. These multi-use paths will become signature features because of their wide demographic appeal and because citizens indicated this type of park improvement is a top priority among park amenities for the future. Greater coordination of street crossing access will be required with the Transportation Division in order to make these multi-use paths a priority for the city.



In addition, the Strategic Master Plan calls for a transportation strategy to get citizens to destination parks and recreation programs to work with the Transportation Division to reduce the costs for youth. This needs to be developed in coordination with the transportation plan.

The economic plan calls for funding options to develop infrastructure and a balanced approach to economic development among retail operations, housing, industrial space, and open space. The key is that great cities have great park systems, which consistently demonstrate to residents that quality open space brings money into the community. Corporations and residents desire positive work and play environments. This attracts a quality workforce.

This Strategic Master Plan provides the road map for the level of connectivity to maximize all land in the city to achieve a balanced approach. Park funding for land, infrastructure improvements, and new amenities will require a substantial investment by the city. Twenty-five years is a short time for the city to put this investment in place, however, once in place, it will be there for citizens in perpetuity.

This Strategic Master Plan was developed by the citizens of Mesa to detail what they want the Parks and Recreation Division to deliver for the next twenty-five years. The mission was developed by focusing on community values, past history, key trends in parks and recreation management, park design, and program services. Many key issues have been addressed with recommendations outlined on how to address them for the future.

Leon Younger & PROS have completed their work and delivered the final report. City of Mesa leadership and the Parks and Recreation Division staff must now use all the data, recommendations, and processes collected to implement this plan. It will be necessary to consistently monitor trends that affect the recommendations and act accordingly. It will be equally important to gain community input and for staff training and development to occur as needed. The real work to implement this plan has just begun.

1.0 Introduction and Process

The Mesa Parks and Recreation Strategic Master Plan was developed in conjunction with two other divisional long-range plans (transportation and economic) and the city's overall General Plan. The goal of coordinating these four plans together was to develop a planning process to guide key components from each plan together so there would be meaningful connectivity and strategies to position the city well into the 21st century.



From the beginning of the Strategic Master Planning process, goal setting has been a critical component to ensure the success of the Plan. The intent was to seek as much public input as possible into the planning process at the beginning. This will ensure public support and advocacy for meeting needs for the future regarding parks, recreation facilities, and program services. The overall strategy involved in the planning process was to plan for the future and not focus on the past.

The consulting team worked very closely with the community through the citywide joint planning team and multiple planning teams of Parks and Recreation Division; all were heavily involved in each component of the plan as it was being assembled. The entire process can be viewed as a consensus-building exercise to address key issues and to create strategies to implement changes in how the division manages itself. Development or redevelopment of new and existing parks, recreation facilities, and programs needs to occur to create the preferred future identified by the citizens of Mesa.

The Strategic Master Plan strategies are written as a direct reflection of findings and observations identified from the research conducted. They provide a fresh look at the core services that the division is providing and will help define the areas where the division needs to concentrate future resources. Policies and actions were developed from these strategies to help in the implementation of the Strategic Master Plan. These policies and actions are the steps to be taken for each key value statement. They reflect the immediate activity required of the division to accomplish the desired outcomes and to assert a positive direction towards meeting the community's vision.

The Mesa Parks and Recreation Divisional staff is very proud and committed to achieving a high quality of life for its residents and visitors. This plan will require a tremendous amount of commitment and effort to achieve the vision and goals defined for the Parks and Recreation Division. This Strategic Master Plan is a reflection of that commitment. The Mesa Parks and Recreation Division has been recognized nationally for its excellence in the delivery of products and services. This is not the time to rest on these past accomplishments, but rather it is a time to move forward. It is important to get ahead of population growth and development. Also important is servicing the immediate needs of residents to experience the excellent parks and recreation services that the division is capable of delivering.

To help focus effort and energy in this planning process, a framework for planning was adopted to encourage success. The three-step strategic and comprehensive planning process included three major components:

Phase One – Data Collection

Phase Two – Vision and Recommendations

Phase Three – Implementation



“Park systems should give due consideration to see the different types of areas that experience has shown to be necessary to meet the needs of specific groups of people and to areas that meet the needs of the people in general. Lack of adherence to this principle, coupled with past neglect of proper planning, has brought about the unbalanced systems so frequently found in American communities today.”

Lebert Howard Weir

2.0 Findings and Observations

2.1 Phase One: Data Collection - Review of Existing Conditions

The Data Collection phase focused on key issues that need to be addressed and the summary of results from all the data collected from the consultants' work. The following data was collected:

- Focus groups meetings
- Citizens survey
- Public forum workshops
- Advisory Board Group meeting
- Staff focus group meeting
- Demographic analysis
- Park analysis
- Recreation facility analysis
- Recreation program analysis
- Equity mapping of parks, and recreation facilities
- Partnership analysis

The most important elements that come from this initial research is knowing what is important from the community's perspective and how satisfied they are regarding the current core businesses and services the Parks and Recreation Division provides.

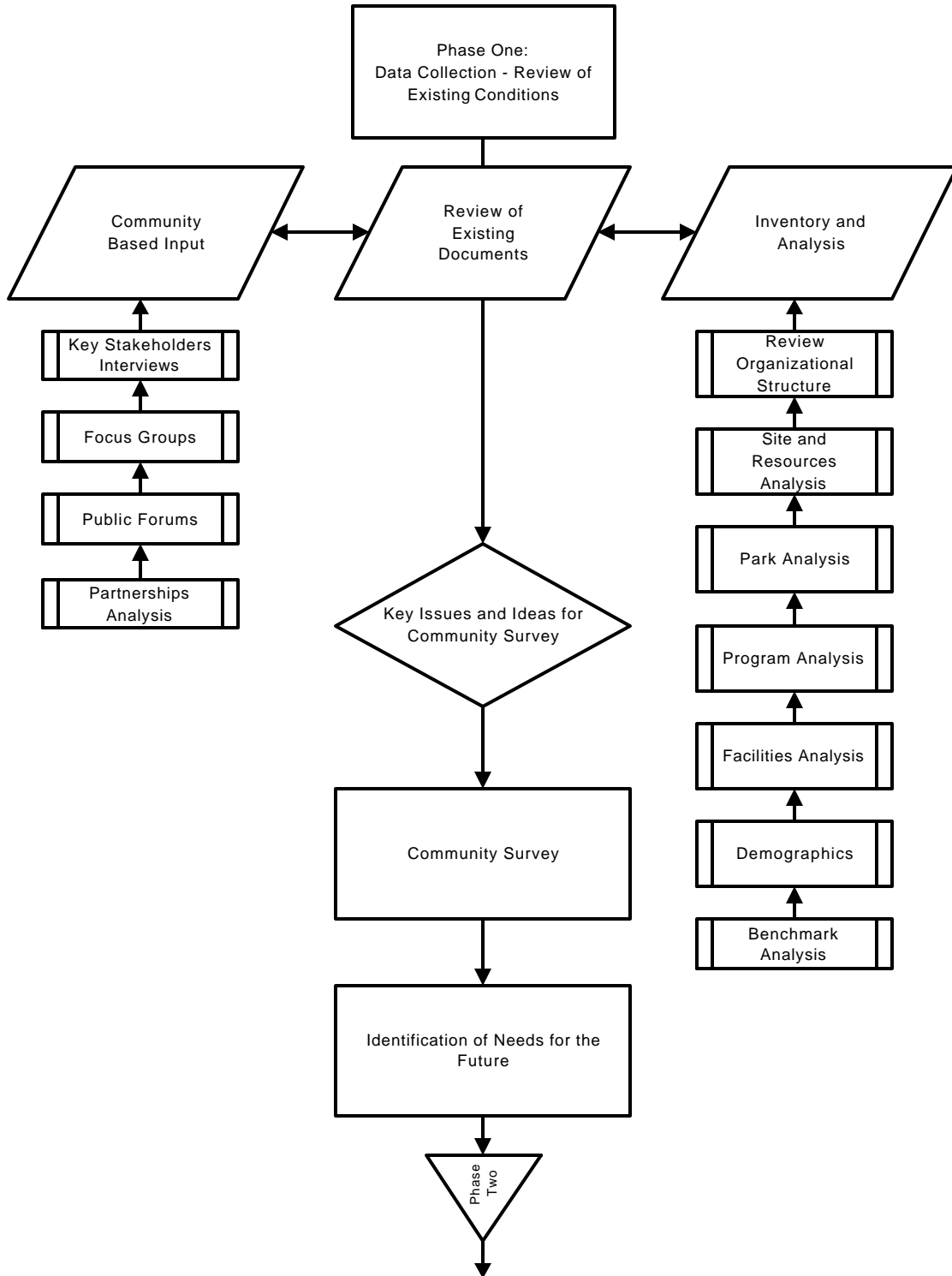
This first phase of the Strategic Master Plan was a process in which community research and exploration of the entire parks and recreation system took place. The focus of all efforts in this phase was to gather data to determine key issues that need to be addressed. The data consisted of community and staff opinions, facts, and impressions of the Parks and Recreation Division and the components of its operation. During this phase, there were no assessments of how well or poorly the division was performing. There were no judgments on how to correct problems or improve the division. This phase was merely an attempt to gather and capture as much information as possible concerning how the community felt and the status of existing conditions. This phase of the process helped the consulting team identify the baseline level of expectations and conditions, and understand how the division works.

In addition to the exploration of the division, a variety of information gathering activities were initiated with key division staff, other agency divisional leaders, elected officials, community leaders, joint master plan committee members, the Parks and Recreation Board, and recreation groups who are affiliated with the Parks and Recreation Division. Mesa residents were asked to provide input through a number of fact-finding strategies. These included a citizen mail survey, community focus groups, community forums, and individual meetings with key leaders. Finally, an analysis of the existing local market, parks, recreation facilities, programs, and partnerships was conducted.

Data was collected and analyzed to identify strengths and weaknesses in the division to measure the effectiveness of service delivery, and gauge the attitudes of citizens, staff, stakeholders and leaders in the community. The intent was to hear from people using a multitude of tools and strategies to encourage feedback on where the division needs to focus its energies in the future. The strategies used are as follows.

Figure 1

Strategic and Comprehensive Planning Process



Public Involvement

It is imperative that the Strategic Master Plan reflects the input of the citizens of Mesa. The community of the future is built with present day planning. Tomorrow's promises are built on dedicated efforts to include the thinking of the citizens who will be served by the division in the future. To assure the voices of the residents of Mesa were heard in this process, extensive public involvement was encouraged.

Public input was gathered through:

- A mailed citizen survey randomly distributed within the City of Mesa
- A series of public meetings held at local schools
- Focus group meetings with special interests groups, ethnic groups, partners, seniors, users and neighborhood leaders

Division and Stakeholder Involvement

In order for organizational leaders and division staff to participate and engage in future change, it is critical to involve them in the change process. To assure there was buy-in from these leaders and staff members a series of focus groups were conducted to gain their insight and to address key issues.

Organizational Input and Analysis

- Recreation programs, parks, and recreational facility audits were conducted. Audits were completed through on-site visitations and staff interviews.
- Interviews were conducted with stakeholders in and outside the organization, including department staff, agency heads, elected officials, community leaders, and recreation groups.
- An organizational policy review was conducted as it applies to partnerships, earned income review, system analysis, pricing of services, organizational alignment and efficiency.
- Standards mapping was developed to demonstrate where gaps in parks, recreation facilities and programs exist based on a set of guidelines customized to Mesa.

The growing popularity and demand for parks and recreation opportunities are in proportion to the constant growth and development of Mesa. Numerous community issues regarding parks and recreation were identified through the public outreach process. These key issues have been grouped by function and provide the basis for recommended visions, policies, and actions.

Key Issues

The key issues are as follows:

- The most important recreational facilities to Mesa residents are neighborhood parks, walking and biking paths, picnic facilities and shelters, and playgrounds for children.
- Equity of access to parks, recreation facilities and programs is needed in the city.
- There is a great need for buying park and open space land now before it is developed so there can be a balance of park land to citizens.
- New design criteria is needed for how parks are created or re-designed, so that they are customized to the neighborhood demographics.
- A balanced approach to design needs to allow for passive self-directed use as well as active use.

Site Acquisition

- The City of Mesa needs to acquire park sites in advance of development.
- Develop new park and open space guidelines established in the Strategic Master Plan for the next twenty-five years.

- Establish new design criteria to maximize the use of retention basins for neighborhood parks.
- Acquire and develop a regional park near Williams Gateway Airport.

Planning and Design

- Design parks to meet community needs and separate active sport areas from passive leisure activities.
- Develop a balanced approach to design that allows for passive, self-directed uses as well as active use.
- Develop a new technical scoring system for land purchases.
- Allow for customizing of parks during redevelopment to match the demographics of the neighborhood or community.
- Increase the level of productivity for each park in the system.
- Develop multi-use paths to link and connect park facilities and open space.

Funding and Marketing

- Actively solicit community input and involvement to further the marketing and funding of park and leisure services.
- Adequately fund and provide support service resources for park and recreation expansion.
- Develop new revenue sources to supplement the operating budget.

Operation and Maintenance

- Continually retrofit and improve existing parks to new design standards.
- Use automated technologies to increase operational and maintenance efficiencies.
- Continue efforts to maintain and operate park and recreation facilities at a high-quality condition.
- Continue to operate parks and recreation in the most efficient manner.

Recreation and Leisure Programs

- Develop additional recreation facilities to serve the population growth in the city.
- Develop indoor recreation space.
- Develop additional, equitable partnerships with other service providers.
- Develop an equitable and consistent city/school use agreement.
- Develop more public golf experiences.
- Create more practice fields and game fields.
- Develop lifetime users.
- Differentiate between the city's core and non-core services.
- Develop a transportation plan to help get people to recreation facilities.
- Recruit more volunteers to support program services.
- Improve communication with residents on services provided.
- Enhance programs for people with disabilities.
- Educate voters on initiatives that support parks and recreation needs, programs, and facilities.

2.2 Phase Two: Vision and Recommendations

The second phase in the Strategic Master Plan planning process was the Vision and Recommendation Phase. Once the Parks and Recreation Division systems were researched and the key factors and findings were identified, summary statements were written that describe the observations and findings. Key findings were developed and various strategies, policies, and actions are offered as possible solutions to address shortcomings and weaknesses in the system and organization. The first product of the Vision and Recommendations Phase is the creation of the Value Statement, which serves as a catalyst and guide for the creation of the recommendations. The consulting team and staff created the recommendations that can be implemented to improve the system in the future. The Value Statement and goals will serve as the main catalyst for achievements over the next twenty-five years.



2.3 Phase Three: Implementation

Once the vision and recommendations were developed and adopted, the final phase of the planning process was the Implementation phase. Key value statements, recommendations, policies and tactics are summarized and prioritized. These are summarized into a working matrix attached to the body of this plan. Future energies and efforts of the division

will focus on these initiatives by level of priority. Strong links between results from phase one and two are recognized in the Implementation Phase. The Implementation Phase also focuses on capital improvement costs to implement the recommendations as well as funding sources to support operations and maintenance costs associated with each recommendation and policy action. Wide acceptance of these results is one of the goals of the consulting team and staff in creating the vision, key value statements, and tactics. As a result, this shared vision helps the organization progress to a changed environment driven by advancing the public's vision for parks and recreation services.

"Parks should be – first and foremost – havens where the public can enjoy all aspects of nature in a clean environment. Parks should be the crown jewels of a city."

Unknown

Figure 2

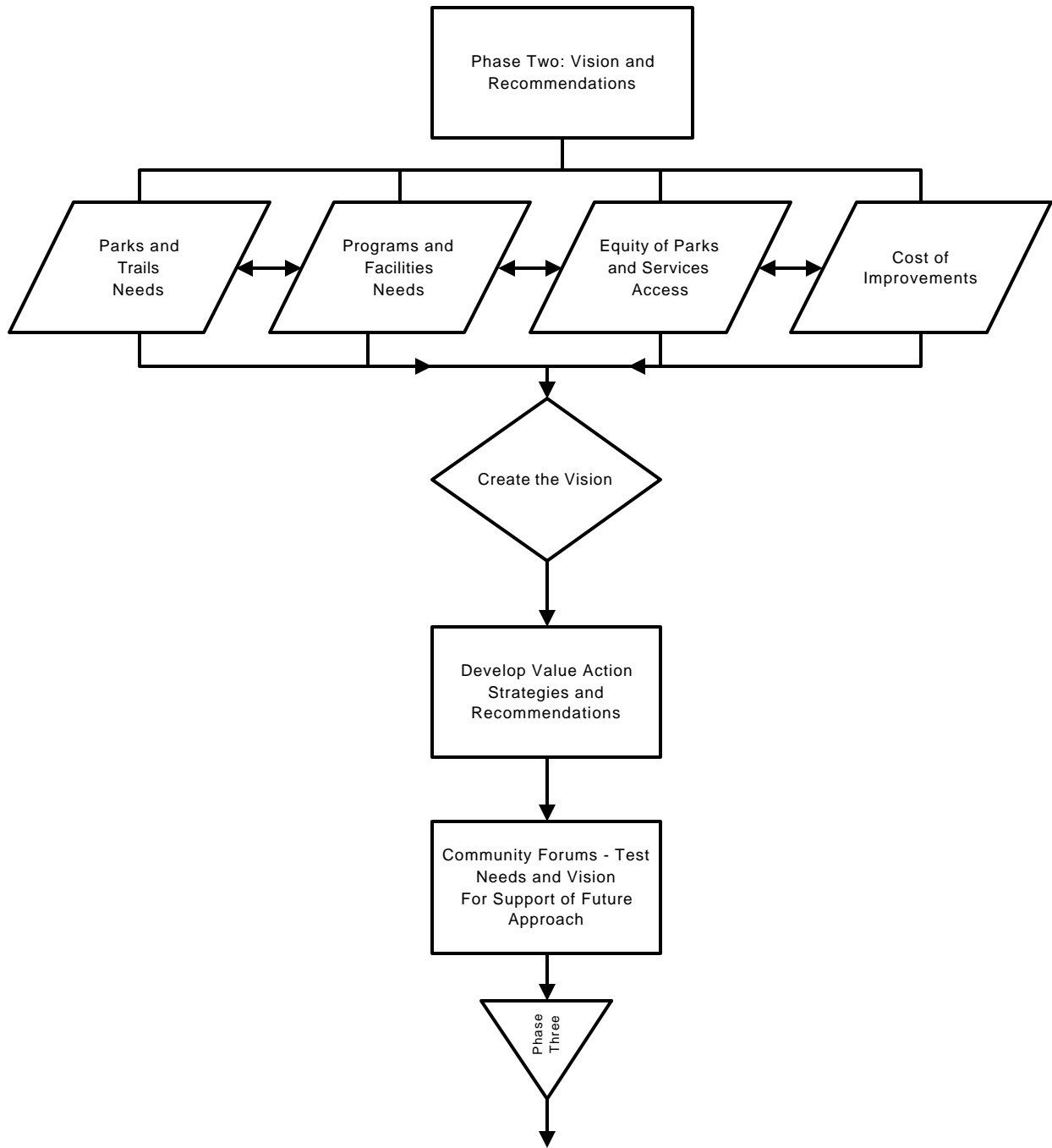
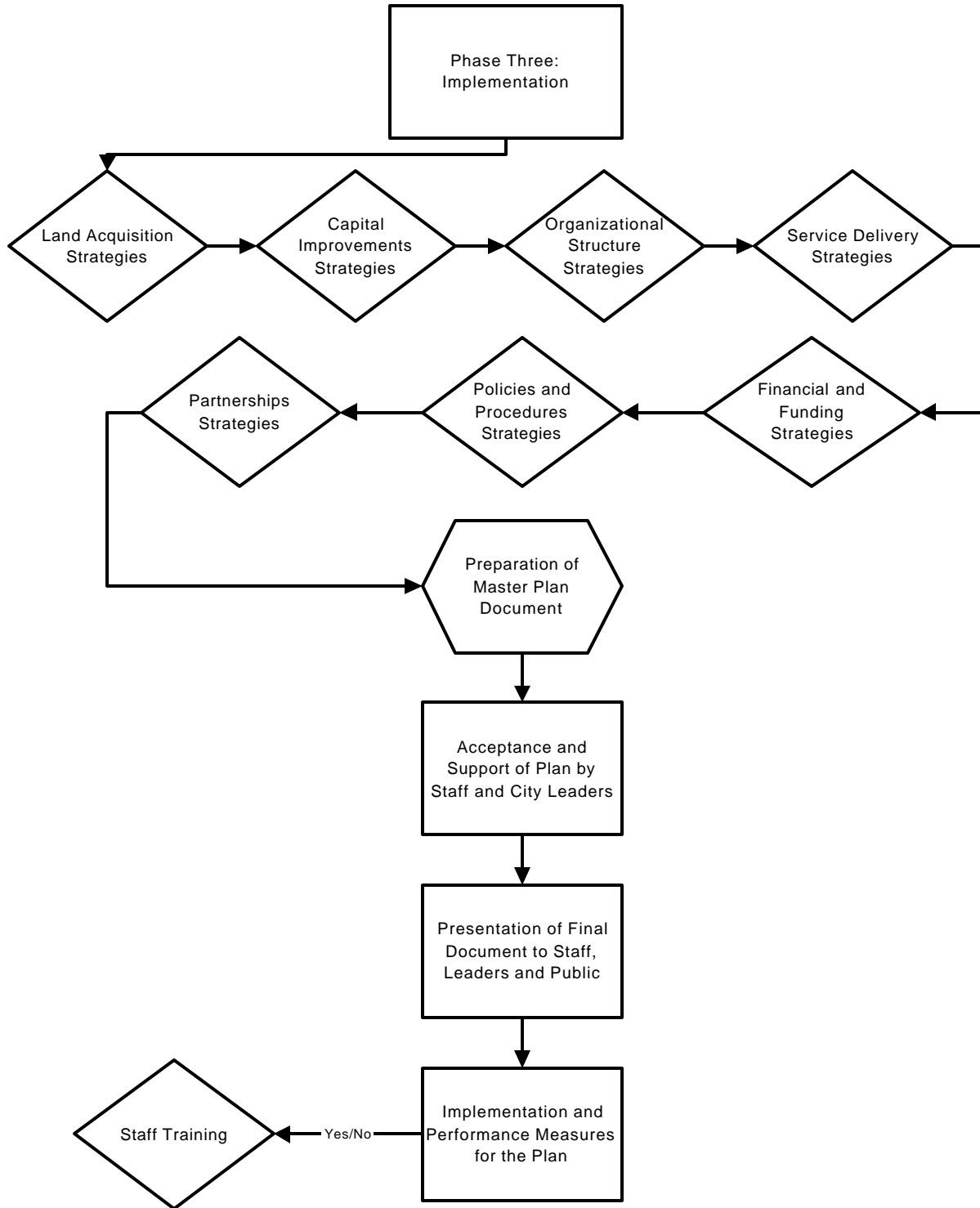


Figure 3



2.4 Public Input

The consulting team incorporated many different components to gain public input that would identify the key issues that the Strategic Master Plan should address. The components included a series of focus groups, a citizens survey, and on-site observations of parks, recreation facilities, and programs. In addition, a demographic analysis was conducted to review population trends for all age segments in Mesa.

Key Findings and Issues from the Key Stakeholder Interviews

- Most stakeholders indicated that the recreation programs are excellent with a variety of services for all ages. The facilities in the Parks and Recreation Division are well appreciated. The availability and dedication of staff is seen as a great strength.
- The stakeholders indicated there is not enough parking and some of the older parks have security problems. Other areas mentioned include improving joint use partnership agreements, especially with the schools, developing additional funding options to help offset operational costs, improved park maintenance, and developing more programs. These same issues are very prevalent in other cities that PROS has worked with as well.
- The key community values that were brought forward included safety, volunteers, quality, partnerships, and family appeal. Other values mentioned include multi-use facilities, equity in sharing resources and financial support for the disadvantaged.
- Participants indicated they would like additional, affordable recreation programs created for toddlers, children and families. Consistent standards for existing and new programs should be created and implemented.
- Regarding recreation facilities, the participants indicated Mesa needs more regional parks and facilities, more multi-generational facilities, new aquatic facilities, and game fields for practices and games.

Key Findings and Issues from Citizen Focus Groups

- The participants expressed a general overall satisfaction with the condition of the parks and how they have been planned and developed.
- In general, there was a desire to see continued development of pocket parks and greater emphasis on providing more amenities in community parks, such as athletic fields and multi-use paths. This follows a national trend.
- The recreation program areas most in need of increased emphasis were the expansion of youth sports programs, educational programs for youth, senior citizen activities, and more programs for families. Additionally, there was a desire to see lifelong learning opportunities expanded in areas such as the arts.
- The focus group participants would like to see the division consider the possibilities associated with utilizing senior citizens and youth in a structured volunteer program.
- There was a general consensus of the need to upgrade older parks and build new facilities where they are needed to serve people who don't have access now.
- Participants would like to see the city make a noticeable investment in the downtown areas to make sure it does not fall into decline.

- Parks and recreation should be involved in any redevelopment planning efforts due to the economic impact and overall quality-of-life impact they have on neighborhood areas.
- More new recreation facilities are desired that replicate the larger multidimensional facilities such as Red Mountain. However, it is also desirable that neighborhood facilities retain their presence as well. This also follows a national trend.
- More aggressive pursuit of a variety of public / private partnerships, public / public partnerships, and public / not-for-profit partnerships was encouraged.
- Other issues identified were to continue to update facilities, acquire more land, develop new facilities and expand program offerings.

Key Findings and Issues from the Advisory Board Focus Group

- Acquire more parks and open space now before it is too late.
- Seek out more partnerships to leverage the city's resources.
- Impact fees from developers should be increased to reflect the true cost of acquiring and building parks in their developments.
- More creative funding options are needed to support land acquisition and capital needs.
- More natural areas need to be preserved for nature education programs and open space.
- Greater accountability is needed on construction projects, and the costs need to be communicated better with the public.
- The city should host more special events to encourage the community and visitors to embrace Mesa.
- More media communications is needed to let citizens know of the services provided and the need for additional bond money to support parks and recreation projects.
- Seek to increase the number of programs for kids.
- Acquiring more recreational space is needed.

Key Findings and Issues from Staff Focus Groups

- The availability of parks is not keeping up with the needs of the community.
- There is a need for more open space and multi-use paths.
- More sports fields are needed in order to meet the current demands.
- More indoor space for programming is required to meet the community's desire for recreation.
- The school usage tradeout is inconsistent and scheduling conflicts continue to be difficult to deal with.
- More staff resources are needed in applying for grants, and seeking sponsorships and partnerships to offset operational and capital costs.
- The priority for the city for the next ten years should be to acquire land, upgrade existing parks, upgrade existing recreation facilities, and develop new facilities to meet the city's population growth.

- The division needs a consistent pricing policy and recreation programs should be financed by a combination of user fees and taxes.
- Increasing staffing levels to support the public's requests was the biggest issue that needs to be addressed in the Strategic Master Plan.

Key Findings and Issues from Partnership Interviews

Nineteen partners were interviewed to determine how well the partnerships are working with the city.

- Partnership agreements need to be in place for all existing and new partnerships to define the roles and responsibilities of each partner. All partners felt that the relationship with the city was good.
- Contribution of resources should be included in all agreements so there is an appreciation of the value of what each participant brings to the partnership.
- An annual review of the partnership and outcomes achieved is needed.
- Common vision, goals, and performance measures need to be established for each partnership.
- The partners interviewed desire better communication and planning between the division and themselves.
- A reduction of duplication between all partners needs to be consistently/regularly reviewed.
- Cooperative marketing is needed between partners.
- The city needs to have one partnership contact for everyone to work with.

Key Findings and Issues from Public Workshop

Some of the public workshop participants made the following statements regarding the Strategic Master Plan.

- Keep a balance of active and passive park space.
- Develop an urban multi-use path system.
- Placement of cell towers in parks is not desired.
- Increase open space and the number of parks.
- Increase multi-use paths.
- Reduce fees in recreation services rather than giving money to large professional teams.
- More sports fields for youth and adults are needed.
- Develop Eureka Canal into a multi-use path.
- Increase the number of skate parks.
- Increase the number of recreation opportunities for youth based on their wants and needs.
- Add neighborhood groups to joint use agreements.
- Increase safety in parks.

- Encourage more sports field lighting.
- Better marketing of tennis programs and facilities is needed.

Key Findings and Issues from Citizen Survey

- 60% of respondents indicated that on average they participate in leisure activities over five hours per week. From that group, 30% indicated they participate 6 – 10 hours per week, 21% indicated 11 – 20 hours per week, and 9% indicated more than 20 hours per week. 27% indicated they participate 1 – 5 hours per week, and the remaining 13% indicated they never participate in leisure activities.
- Walking/jogging (58%) was the leisure activity that the highest percentage of respondent households indicated they participate in regularly. Other activities that a high percentage of respondent households indicated they participate in regularly included: swimming (39%); picnics (37%) and arts/crafts (34%).
- 30% of respondent households indicated they had participated in programs offered by the City of Mesa during the past year, and 70% indicated they had not participated in a city program during the past year. Of the 70% who had not participated in city programs, 84% indicated they did know the City of Mesa offers parks and recreation programs, and the other 16% did not know.
- Of those respondent households who had participated in city programs during the past year, nearly 90% rated the programs as either excellent (37%) or good (52%). In addition, 6% rated the programs as fair and only 1% rated them as poor. The remaining 4% indicated “don’t know”.
- Nearly 40% of respondent households indicated they visited a city park at least once a month during the past year. From that group, 12% indicated they visited a city park once a week, 14% indicated a few times per month, and 12% indicated at least once per month. In addition, 39% indicated a few times a year, and the remaining 23% indicated they had not visited a city park during the past year. Of the 23% who had not visited a city park, 93% indicated they did know where city parks are located, and the other 7% did not know.
- Neighborhood parks (36%) had the highest percentage of respondent households rate it as one of their top four most important recreational facilities. Other facilities that a high percentage of respondents rated as one of their top four include: walking and biking paths (33%); picnic facilities/shelters (32%); and playgrounds for children (30%). It should also be noted that playgrounds for children received the most first choices as the most important program.
- From a list of three options, respondents were asked to indicate which one the City of Mesa should emphasize most over the next 10 years. 40% of respondents indicated that the city should emphasize improvements and upgrades to existing parks and recreation facilities. 35% indicated the city should acquire land to create new parks and natural open space, and 16% indicated the city should develop new recreation facilities. The remaining 9% indicated “none of these”.
- Over 60% of respondents indicated that overall the recreation programs and activities sponsored by the Mesa Parks and Recreation Division are either completely (8%) or mostly (56%) meeting the needs of the community. An additional 30% indicated the City of Mesa is somewhat meeting the needs of the community, and the remaining 6% indicated they were not meeting the needs of the community.
- Over 90% of respondents indicated that well maintained parks and open space enhance the property value of surrounding homes. Only 3% indicated they do not enhance the property value of surrounding homes, and the remaining 5% indicated “don’t know”.

- Exactly half of respondents indicated they were either very willing (15%) or somewhat willing (35%) to pay some increase in taxes to support the development of new parks and recreation facilities in Mesa. In addition, 25% indicated they were not willing to pay some increase in taxes, and the remaining 25% indicated “not sure”.
- Exactly half of respondents indicated they were either very willing (13%) or somewhat willing (37%) to pay some increase in taxes to support expanded recreation programs for persons of all ages in Mesa. In addition, 24% indicated they were not willing to pay some increase in taxes, and the remaining 26% indicated “not sure”.

Key Findings from the Park Analysis

- The care and maintenance of parks is excellent but there is a need to upgrade park amenities and playgrounds to standards that are similar in all areas of the city.
- The parks reflect the results of a strong contract maintenance agreement.
- The division manages the established performance measures well.
- Park signage needs attention and upgrading.
- Playgrounds in west Mesa parks need upgrading and need to be made accessible.
- Park designs are well represented and special relationships are outlined well and balanced.
- Many of the parks have lights that are distributed in open spaces away from trees and sidewalks. This configuration discourages effective use of the open areas.
- There are gaps in service radius equity access.

Key Findings from the Facility Analysis

- Most swimming pools are located at junior high schools and equitably distributed.
- Older pools are in need of upgrades to make them productive and useful.
- Flat water pools need new upgrades in designs to maximize their productivity level. Design features should include water play features, enhanced pool design, and themeing.
- There are several excellent pool operations represented by the Shepherd Aquatic Complex, Brimhill Aquatic Complex, Fremont Pool, and Stapley Aquatic Complex.
- More outdoor athletic facilities are needed in areas that are underserved.
- Sports facilities are overused because of a lack of facilities.
- There is a deficiency of community centers and other special use facilities in the city.
- The majority of the recreation centers are too small to achieve the level of productivity that the community desires.

Key Findings and Issues from the Program Analysis

- There are inconsistent and sometimes lacking program standards for classes. Many of the programs and classes are not evaluated or are evaluated within a grouping of other programs.
- A one-person marketing division is not enough for this growing community and division.

- Tracking of program participants is needed. RecTrac has not been fully implemented in all areas. There is an issue with the Spanish speaking community on accessing programs easily.
- The school partnership has to be strengthened in many areas. The inconsistent application of program opportunities leaves gaps in service delivery in many areas of Mesa.
- Transportation is an issue with a variety of programs from sports related to developmental programs.
- Differences in the delivery of programs exist in the east and west district. There is a lack of consistent program standards for each type of program or class.
- More facilities are needed in the west district.
- There are not enough fields to accommodate all the field-related sports in Mesa.
- Older pools are in different levels of decline. Many need to be renovated. The community is flocking to the newer pools, which creates an imbalance in equitable access to these types of facilities.
- The use of volunteers is minimal.
- Older parks need to be updated, especially playgrounds.
- Parks are well-maintained and reflect good management of contracts.
- Park signage needs improvement.
- ADA accessibility needs to be improved in parks.
- Better use of retention basins for recreation purposes is suggested.

Key Findings and Issues from the Demographics Analysis

- According to a report released by the US Census Bureau, the state of Arizona was fifth for largest population increase of 1.5 million from 1990 to 2000. Specifically, the Phoenix-Mesa, AZ metropolitan area is sited as the eighth fastest growing area with a 45.3% change from 1990 to 2000.
- The City of Mesa's 1990 population was at 288,125, and the Census 2000 reported it is now 396,375 and projected to increase to 438,727 by the year 2005. This is an increase of approximately 52% from 1990 to 2000 and 11% projected increase from 2000 to 2005. Mesa is estimated to gain 42,352 persons over the next five-year period. This projection is more conservative than the projection total reported by the Maricopa Association of Governments, which projected a total of 457,109 population by 2005.
- The majority of the population is located west of Val Vista Drive at a projected 63% by the year 2005. The zip code 85204 contained the largest population of all zip code areas.
- The age groups that make up the higher percentages of the total population are the 25-34 age group at 16%, less than 10 years of age at 16% and the 35-44 age group at 14%.
- The median age of the area is projected to increase from 34.2 (Census 2000) to 34.9 (2005 projection). The five-year projections for Mesa indicate larger percentage increases in ages 55+, which may account for the median age increase.



- The three predominant income levels will stay fairly consistent for the next five years. The majority of Mesa households are middle income or the \$50-74,999 income level and are generally 35-44 year olds. The \$35-49,999 is mostly comprised of the 25-34 age group. The higher income levels of \$100,000+ are mostly the 44-54 age group.
- The Mesa population is changing slightly and becoming more diverse. Whites are the majority at 73% in 2000, but that is a decrease of 13% from 1990. Hispanics have been increasing over the years and represent 20% of the population from Census 2000, which is an increase of 10% from 1990. African Americans have increased slightly over the last ten years and represent about 3% of the current population. Asians have remained stable over the last ten years and Native Americans have increased only slightly from 1990 to represent 2% of the 2000 population.
- According to a recent article in American Demographics, April 2001, by 2005, Hispanic youth will overtake African Americans to become the largest ethnic youth population in the United States. Mesa's Hispanic population has increased to 20%.
- The size of households is increasing. Mesa has household sizes increasing from 2.65 in 1990 to 2.68 in 2000.
- The number of households is increasing. Mesa has increased the number of households 36% from 1990 and is projected to continue to increase 3% by 2005.

"Conceived and designed as a part of a single unified system, parks can direct market activity toward certain areas and away from others, shape the character of market activity in those areas, retard or stimulate shifts in population, and even alter the pattern of daily life."

Alexander Garvin

The American City: What Works, What Doesn't

3.0 Standards and Mapping

3.1 Introduction

The Parks and Facility Analysis utilized a computer-based Geographic Information System (GIS) program to develop a series of maps depicting gaps in services as it applies to equity. Data that was incorporated into the program included the city's current inventory of parks and recreation facilities. Mesa population characteristics for 2000, and projected population for 2010, and selected populations for youth (under 18 year) and seniors (60 years and older) were incorporated into a series of maps. These provided the consulting team information to make better decisions on where parks, recreation facilities and program services need to be provided to create a more balance parks and recreation system. These guidelines served as a visual component to demonstrate where areas of the city are underserved. Five park types were identified for the Mesa parks system based on parameters of park size, service area radius and operational guidelines. Capital improvements and land acquisition costs are developed from these service area guideline maps.

"Parks of a community define its character, and the number of parks in a community is a measure of its civility. Citizen participation in support and maintenance of parks expresses the quality of life they aspire to."

Unknown

3.2 Methodology

Parks and recreation facility classifications are intended to be used as guidelines for future site and development activities. The classifications expand upon past parks and recreation facilities definitions and take into consideration Mesa's urban community needs.

Neighborhood Park (3-15 acres) – Typical uses of a neighborhood park include a combination of passive and intense recreational activity areas, such as a practice game field, a game court area, playground, walking/jogging path, picnic and conversation areas, picnic ramadas, and open play areas. Limited non-organized sport group activities are encouraged.

Desirable location characteristics of a neighborhood park would be within a half-mile radius of residential neighborhoods and in close proximity to multi-family complexes. Ideally, these facilities should be located in conjunction with schools and centered with safe walking and bike access.

Ballfields are not typically lighted. Any lights should be designed to avoid impacts on adjacent use. This park would service various age groups with emphasis on the youth. A neighborhood park is built and designed typically for a one to two hour experience and should be customized and designed to the demographic groups who use the park.

Community Park (15-40 acres) – A community park is made up of areas suited for a combination of intense recreational activity areas, game courts, playgrounds, walking/jogging paths, spray pools and aquatic facilities, skate facilities, and picnic and conversations areas.

Convenience facilities are provided, and organized sport group activities encouraged. These parks may also include smaller outdoor festival areas, community pools, and recreation centers.

A desirable characteristic of a community park is to be located within a one-mile radius of residential neighborhoods and light business or manufacturing districts. Lighted field areas and facilities should be situated to avoid impacts on adjacent land use. A community park would service various ages, with emphasis on organized sport group activities and potential protection of natural areas. Community parks are built and designed typically for a two to three hour experience.

Metro Park (40-200 acres) – Metro Parks are destination parks that mainly focus on high-end sports facilities or attractions. Typically a service radius of 1.75 miles is desired. The type of park amenities includes complexes for

soccer, softball and baseball. In addition, other amenities include walking and jogging paths, game court complexes, picnic areas, and multiple playgrounds.

Convenience facilities are provided, and organized sport group activities encouraged. These parks may also include spaces for special events, community family aquatic centers, and recreation centers.

A desirable characteristic for a metro park is to be located close to a high school or business park. Lighted field areas and facilities should be situated to avoid impacts to adjacent land use.

A metro park would service various age groups, with emphasis on organized sport group activities. A metro park is built on a typical two to three hour experience.

Regional Park (200+ acres) – Regional parks are large areas for a diverse range of active and passive recreational activity areas, such as lighted ballfields and field game areas, organized group activity areas, golf facilities, large family aquatic facilities, playgrounds, game court complexes, walking and jogging paths, roller blade and roller hockey facilities, and family group picnic and conversation areas.

Also, these areas may include a wide range of natural areas for outdoor recreation and may include horseback riding, fishing, camping and hiking paths.

Convenience facilities are provided and contain organized sport group facilities. Regional parks may also include sports complexes, regional recreation centers, and large outdoor festival areas. Regional Parks are built typically for a full day experience.

Regional parks should be located within or adjacent to an urban community. Ideally, regional parks are located in areas of varied topography with diverse environmental qualities and should be designed to avoid adjacent land use impacts and be easily accessible to the public. These parks should service a variety of ages and emphasize family and organized group activities. Many times regional parks will have a special use facility or single purpose recreational activity, such as an equestrian facility, golf course, fairground, outdoor theater, or festival areas.

Special Use Facilities – Special use facilities are areas or destination facilities that focus on community or regional need. Typically these facilities are unique in seasonal events. The types of amenities vary for each site and can include both active and passive activities.

- Parks range in activities offered from being the site of the Chicago Cubs spring training facility to a botanical garden to potential sites for natural landscape and passive paths
- Multi-use paths -- Preservation and maintenance of multi-use paths and open space in Mesa can help provide and enhance additional recreational opportunities. Path corridors preserve open space. Preserving linear corridors also creates areas for wildlife and native vegetation and provides separation for various urban land uses.

While open space is a key quality-of-life factor, a multi-modal path system serves as a close-to-home recreational area for bicycle and pedestrian paths. The multi-use paths system is also intended to serve as part of the regional transportation network.

At the present time the City of Mesa has just two miles of multi-use path in place. The city can reach a much larger level of multi-use path network by partnering with the Salt River Project on use of the canals as linear corridors.

- Retention Basins – Retention basins are primarily designed for flood control. Their secondary use benefits the community by providing open space throughout the city in close proximity to neighborhoods as open space. No amenities are designed into the sites but a majority of the sites are used by the community for youth practice areas.
- Indoor Aquatic Facility – This facility will have a regional to nationwide impact, being designed to Olympic specifications.

- Tennis facilities – Currently Gene Autry Park has the only complex available to the community for lessons and tournaments. The public school sites are not maintained to tournament level and access is restricted to non-school hours.

3.3 Leisure Recreation Facilities Classifications

Neighborhood Recreation Centers – Neighborhood Recreational Centers are specialized indoor recreation facilities, which typically service a localized or neighborhood population, with summer and after school programs for youth, special interest classes for teens and adults, and holiday programs. Some senior programs may also be offered.

This type of center would serve one square foot for each population to be served by the center. (Example: a 10,000 square ft. center would serve 10,000 people). Its size would typically be 25,000 square ft. Neighborhood recreation centers should be centered with safe walking and bike access, located in conjunction with neighborhood parks and schools for maximum efficiency. This center services various ages with emphasis on youth.

Community Recreation Centers – Community Recreation Centers are developed to serve a variety of neighborhoods and typically are 25,000 square ft. or greater. The community center offers a wide range of leisure services, such as fitness programs, sports programs, craft and hobby activities, indoor gymnasiums, game rooms, locker and shower facilities, and swimming facilities. It may also provide preschool, teen and senior programs. Multi-generational centers are large recreational facilities that are usually 55,000 to 100,000 square feet in size. Multi-generational Centers include a large number of program spaces to serve all age groups. Designated spaces for seniors and teens are included in the center as well as wellness and fitness spaces, gyms and free weight areas. Specialized spaces could include exhibit galleries, community meeting rooms and halls, theaters and cultural activities.

3.4 GIS Mapping

Each park and facility type in the City of Mesa is outlined in the GIS maps and positioned against a service guideline overlaid against the population characteristics of Mesa. These maps have service areas based on park size and amenities available. The recreation facilities are determined by square footage requirements for indoor space, overlaid against the population level to be served. Once the service areas were established, persons served were determined based on a density measure (residents per acre) from the census tract information.

For Mesa, the consulting team split service areas in the city east and west of Power Road. This allowed the plan to address a more realistic approach to service need against population projections. Each service map has a written analysis from which to draw conclusions to assist in making recommendations to achieve over the life of the plan. Each service area map has an associated table. These tables show the number of facilities within the park, the population captured in the service area for 2000, and the additional number of facilities needed in order to meet the division's operational guideline within the service area. These numbers do not represent the number needed outside of the service areas. As a result, the maps locate the gaps between the service areas. By overlaying the service areas on top of the 2000 and 2010 population density, it is very clear which areas of Mesa are not being served.

The purpose of the Parks and Facilities Analysis is to determine the needs for new parks and recreation facilities within the city. Based on the projected demographic data and the results of the parks and facility analysis, recommendations are customized to Mesa for new parks and recreation facility development. The recommendations are prioritized based on the influences of safety concerns, political influences, and financial resources, such as the bond schedule and projected sales tax impact over the life of the plan. For the parks analysis, two different park and facility guidelines were used for different areas of the city: 1) East of Power Road and 2) West of Power Road. Using the existing population data, the expected population increase, and the existing density levels increasing in the city, the consulting team determined the need to split the city into two separate guidelines. In addition, the lack of available land west of Power Road and the expected build-out schedule were additional reasons to split the park and facility planning areas, which resulted in different guidelines for each area of the city based on population needs.

The City of Mesa has not met the national standards and guidelines used by the National Recreation and Park Association for cities of similar size, and for the most part, fall below other cities in the Valley in regards to population/to park and facility amenity ratios. In many cases, this is because of the cost of land west of Power Road. The park and facility guidelines suggested are aggressive but achievable if the community understands the need to acquire park and open space land now before the land is consumed by development.

3.5 MAPS & DESCRIPTIONS

Map Title: PARK LOCATION (Page A)

This map demonstrates where all Mesa's parks are located, the size in acres, and the park classification.

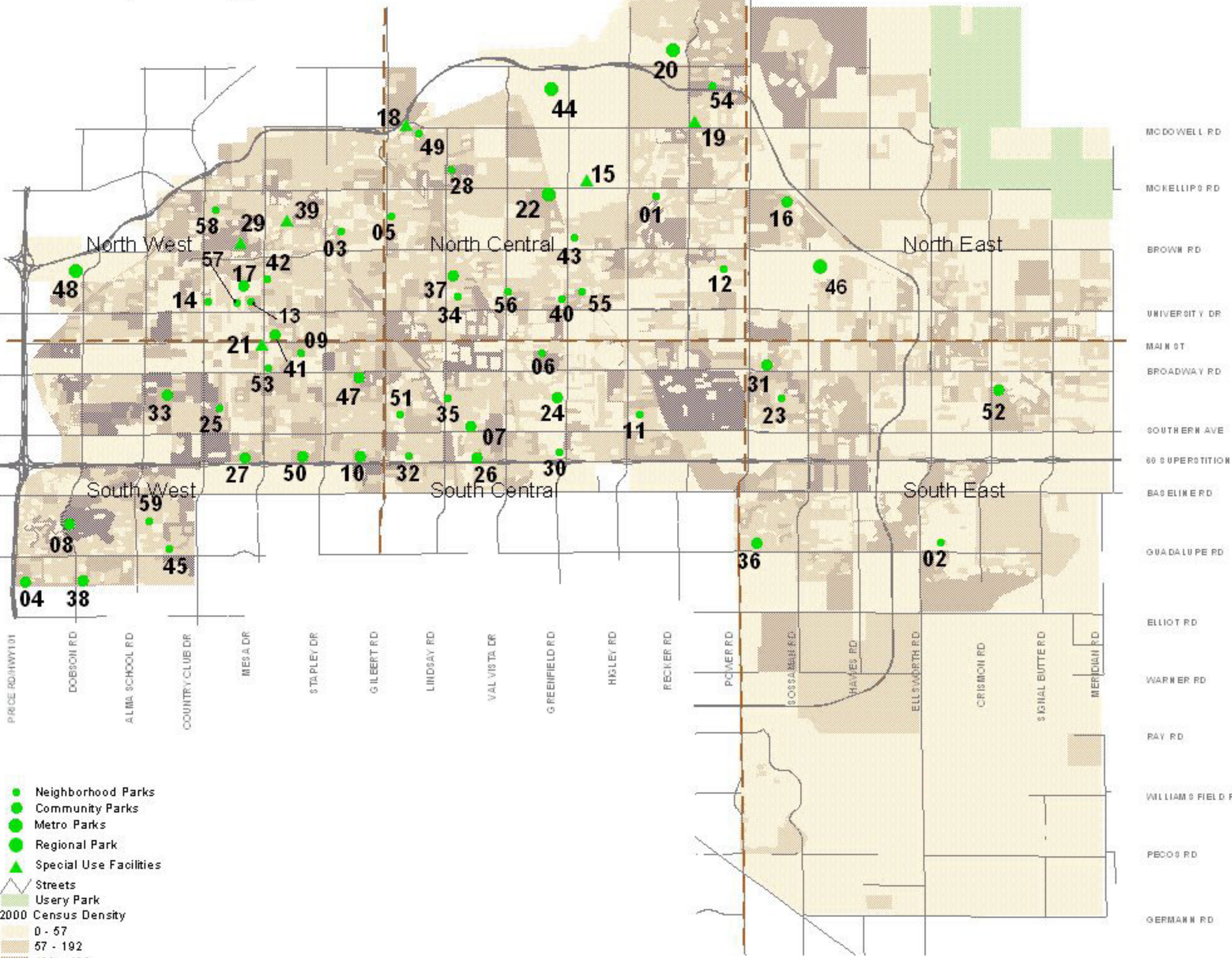
The size of the dots on the map indicates the type of park (i.e., neighborhood, community, metro, special use, or regional; see left corner of the map).

Map Title: VACANT LAND (Page B)

This map indicates all land parcels that are vacant/entitled in the city which are three acres or larger. In addition, existing parks are located on this map (designated by a dot). Incorporated areas and Usery Park are outlined.

Park Locations

(Existing)



Park #	Park Name	Type	Acres
01	Alta Mesa Park	Neighborhood	8.2
02	Augusta Ranch Park	Neighborhood	10.0
03	Candlelight Park	Neighborhood	5.2
04	Carriage Lane Park	Community	22.5
05	Chaparral Park	Neighborhood	6.2
06	Chelsea Park	Neighborhood	5.8
07	Countryside Park	Community	29.7
08	Dobson Ranch Park	Community	17.3
09	Blisworth Park	Neighborhood	10.0
10	Emerald Park	Community	16.2
11	Bird Park	Neighborhood	6.8
12	Bisenada Park	Neighborhood	7.9
13	Escobedo Park	Neighborhood	2.5
14	Evergreen Park	Neighborhood	4.3
15	Falcon Field Park	Special Use	3.0
16	Falcon Hill Park	Community	21.2
17	Rich Park	Community	35.8
18	Future (Crismon Farm)	Special Use	4.0
19	Rut (McDowell/Recher)	Special Use	36.5
20	Rut (Recher/Thomas)	Metro	132.1
21	Gateway Park	Special Use	1.0
22	Gene Autry Park	Metro	46.8
23	Golden Hills Park	Neighborhood	10.6
24	Greenfield Park	Community	20.2
25	Guerrero Rotary Park	Neighborhood	8.6
26	Harmony Park	Community	17.5
27	Heritage Park	Community	17.2
28	Hermosa Vista Park	Neighborhood	7.5
29	Hohokam Park	Special Use	42.6
30	Holmes Park	Neighborhood	11.2
31	Jefferson Park	Community	16.5
32	Kingsborough Park	Neighborhood	14.0
33	Kleinman Park	Community	24.8
34	Los Alamos Park	Neighborhood	9.8
35	Meadowgreen Park	Neighborhood	6.6
36	Monterey Park	Community	20.8
37	Mountain View Park	Community	17.8
38	Palo Verde Park	Community	18.0
39	Park of the Canals	Special Use	31.3
40	Pequeno Park	Neighborhood	0.9
41	Pioneer Park	Community	17.8
42	Porter Park	Neighborhood	2.7
43	Princess Park	Neighborhood	6.5
44	Quail Run Park	Metro	40.0
45	Rancho Del Mar Park	Neighborhood	11.2
46	Red Mountain Park	Regional	1144.5
47	Reed Park	Community	19.0
48	Riverview Park	Metro	51.0

Park #	Park Name	Type	Acres
49	Shepherd's Park	Neighborhood	8.0
50	Sherwood Park	Community	22.0
51	Silvergate Park	Neighborhood	10.0
52	Skyline Park	Community	30.0
53	Stapley Park	Neighborhood	2.0
54	Summit Park	Neighborhood	10.3
55	Valencia Park	Neighborhood	5.2
56	Vista Monterey Park	Neighborhood	3.3
57	Washington Park	Neighborhood	2.0
58	Whitman Park	Neighborhood	10.0
59	Woodglen Park	Neighborhood	7.8
Total			2132.2

Vacant Land



Power Road West Power Road East

MCDOWELL RD

MCKELLIPS RD

BROWN RD

UNIVERSITY DR

MAIN ST

BROADWAY RD

SOUTHERN AVE

50 SUPERSTITION

BASELINE RD

GUADALUPE RD

ELLIOT RD

WARNER RD

RAY RD

WILLIAMS FIELD RD

PECOS RD

GERMANN RD

PRICE RD HWY 101

DOBSON RD

ALMA SCHOOL RD

COUNTRY CLUB DR

MESA DR

STAPLEY DR

GILBERT RD

LINDSAY RD

VAL VISTA DR

GREENFIELD RD

HIGLEY RD

RECKER RD

POWER RD

BOSSMAN RD

HAYES RD

ELLSWORTH RD

CRIMSON RD

SIGNAL BUTTE RD

MERIDEN RD

Power Road West

Power Road East

- Park Locations
-  Streets
-  Utility Park
-  Vacant Land
-  City Planning Area
-  Mesa's Incorporated Area
-  County in Planning Area

2 0 2 Miles

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Map Title: NEIGHBORHOOD PARKS EQUITY SERVICE AREAS (Page C)

This map demonstrates where all neighborhood parks are located. Neighborhood parks are described as parks typically 3 acres to 15 acres in size. This equity map shows the ½ mile radius that is served by the park. Ideally, in the future, the City of Mesa would like neighborhood parks to not be less than 3 acres and up to 15 acres.

The maps also demonstrates clearly where areas of the city are not served by a neighborhood park. Population density is indicated by the darker areas on the map.

There is very little service overlap demonstrated on the map. Examples of overlap can be seen in the two areas located next to each other, Evergreen Park (14) and Washington Park (57), and Pequeno Park (40) and Valencia Park (55).

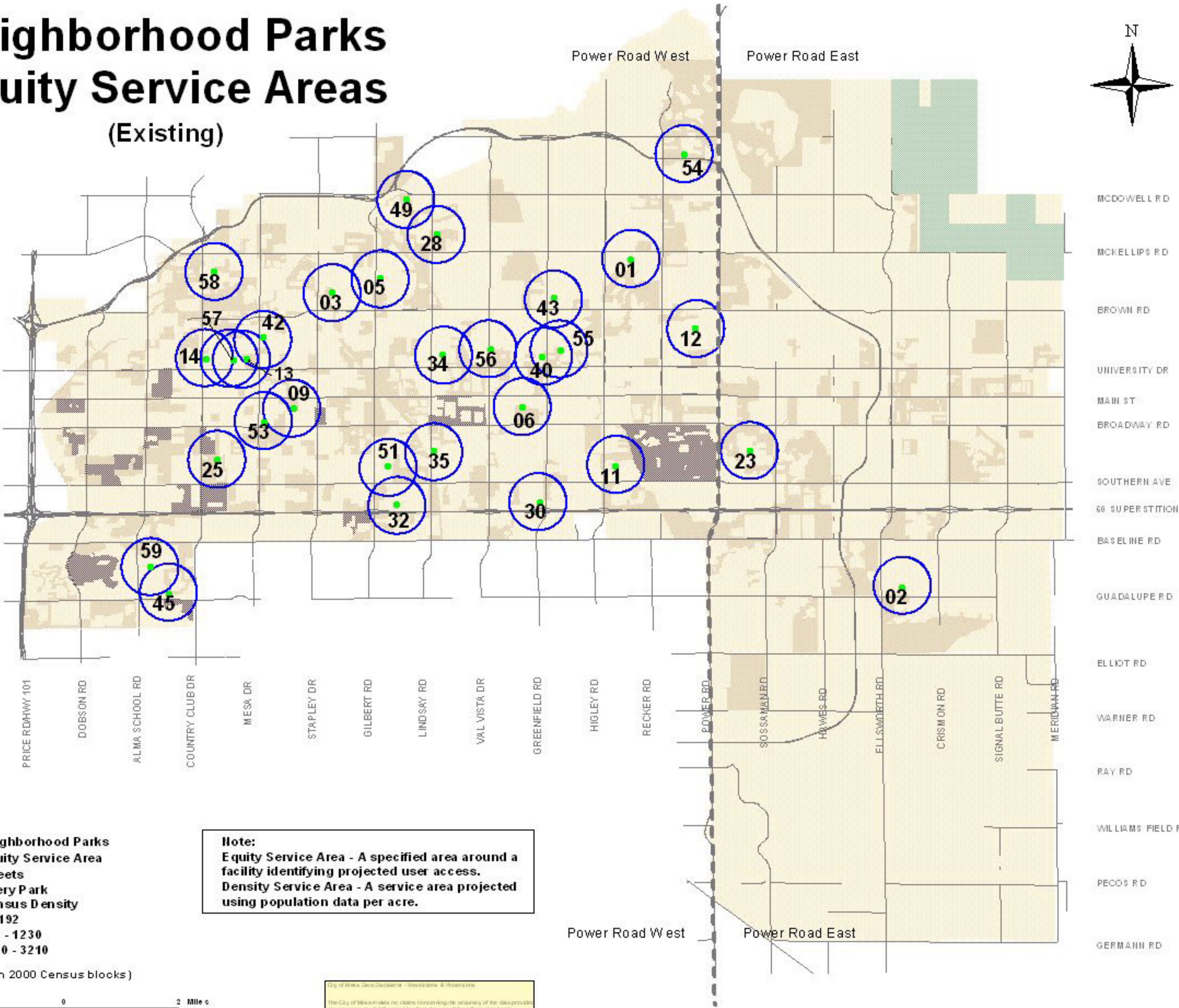
Map Title: NEIGHBORHOOD PARK EQUITY AND DENSITY SERVICE AREAS (Page D)

This map demonstrates the location of the ½ mile radius and where the density is greater. The density standard is 1 acre per 1,000 residents east of Power Road and .65 acres per 1,000 residents west of Power Road. So if a neighborhood park is five acres east of Power Road, it would be able to serve 5,000 residents within the radius access. This double standard is that because of the higher levels of density and lack of available land, one acre per 1,000 residents is unachievable. The map illustrates this well in Enid Park (11) and Chelsea Park (06). The areas where the population doesn't match the density are demonstrated in Augusta Ranch Park (02) and Kingsborough Park (32). As the population grows around Augusta Ranch Park, the density circle will collapse and become closer to the radius goal of 1 acre per 1,000 residents. Currently there is no park in Mesa where density is higher than the radius.

Map Title: NEIGHBORHOOD PARK EQUITY AND 2010 DENSITY SERVICE AREAS (Page E)

This map demonstrates existing neighborhood parks equity levels as well as the level of population that the park will serve in the year 2010. This is based on one park acre serving 1,000 people east of Power Road and .65 acre per 1,000 people west of Power Road. The secondary ring indicates the service area by the size of the park; for example, Augusta Ranch (02) is 10 acres in size and will serve 10,000 people in year 2010.

Neighborhood Parks Equity Service Areas (Existing)



Park #	Park Name	Type	Acres
01	Alta Mesa Park	Neighborhood	8.20
02	Augusta Ranch Park	Neighborhood	10.00
03	Candlelight Park	Neighborhood	5.20
05	Chaparral Park	Neighborhood	6.20
06	Chelsea Park	Neighborhood	5.80
09	Elsworth Park	Neighborhood	10.00
11	Enid Park	Neighborhood	6.80
12	Buenada Park	Neighborhood	7.90
13	Escobedo Park	Neighborhood	2.50
14	Evergreen Park	Neighborhood	4.30
23	Golden Hills Park	Neighborhood	10.60
25	Guerrero Rotary Park	Neighborhood	8.60
28	Hermosa Vista Park	Neighborhood	7.50
30	Holmes Park	Neighborhood	11.20
32	Kingsborough Park	Neighborhood	14.00
34	Los Alamos Park	Neighborhood	9.80
35	Meadowgreen Park	Neighborhood	6.60
40	Pequeno Park	Neighborhood	0.90
42	Porter Park	Neighborhood	2.70
43	Princess Park	Neighborhood	6.50
45	Rancho Del Mar Park	Neighborhood	11.20
49	Shepherd's Park	Neighborhood	8.00
51	Silvergate Park	Neighborhood	10.00
53	Stapley Park	Neighborhood	2.00
54	Summit Park	Neighborhood	10.30
55	Valencia Park	Neighborhood	5.20
56	Vista Monterey Park	Neighborhood	3.30
57	Washington Park	Neighborhood	2.00
58	Whitman Park	Neighborhood	10.00
59	Woodglen Park	Neighborhood	7.80
TOTAL			215.10

- Neighborhood Parks
- Equity Service Area
- Streets
- Utility Park
- 2000 Census Density
 - 0 - 192
 - 192 - 1230
 - 1230 - 3210

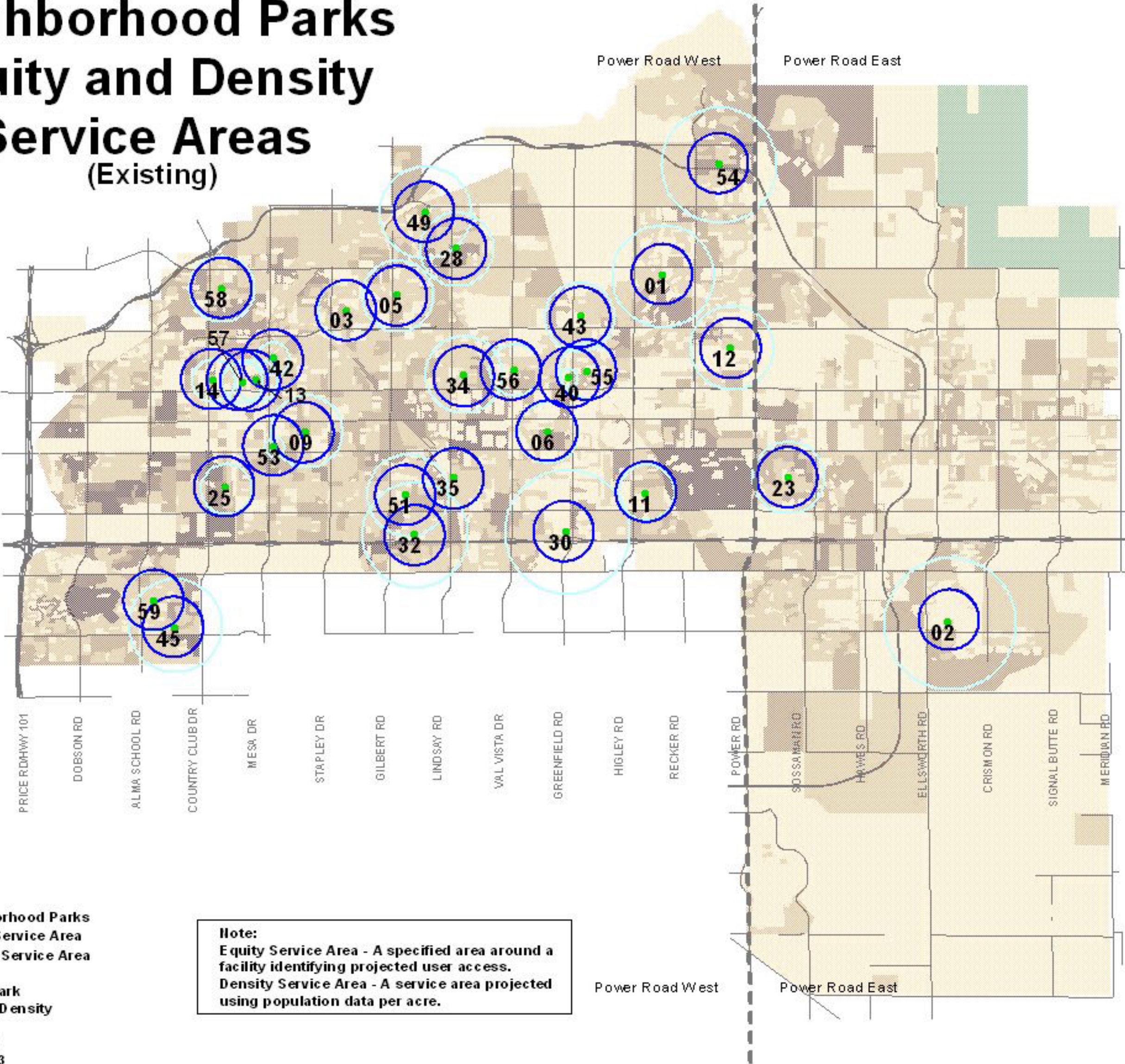
(Based on 2000 Census blocks)



Note:
Equity Service Area - A specified area around a facility identifying projected user access.
Density Service Area - A service area projected using population data per acre.

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Neighborhood Parks Equity and Density Service Areas (Existing)



Park #	Park Name	Type	Acres
01	Alta Mesa Park	Neighborhood	8.20
02	Augusta Ranch Park	Neighborhood	10.00
03	Candlelight Park	Neighborhood	5.20
05	Chaparral Park	Neighborhood	6.20
06	Chelsea Park	Neighborhood	5.80
09	Blsworth Park	Neighborhood	10.00
11	Brld Park	Neighborhood	6.80
12	Brasnada Park	Neighborhood	7.90
13	Escobedo Park	Neighborhood	2.50
14	Evergreen Park	Neighborhood	4.30
23	Golden Hills Park	Neighborhood	10.60
25	Guerrero Rotary Park	Neighborhood	8.60
28	Hermosa Vista Park	Neighborhood	7.50
30	Holmes Park	Neighborhood	11.20
32	Kingsborough Park	Neighborhood	14.00
34	Los Alamos Park	Neighborhood	9.80
35	Meadowgreen Park	Neighborhood	6.60
40	Pequeno Park	Neighborhood	0.90
42	Porter Park	Neighborhood	2.70
43	Princess Park	Neighborhood	6.50
45	Rancho Del Mar Park	Neighborhood	11.20
49	Sheepherders Park	Neighborhood	8.00
51	Silvergate Park	Neighborhood	10.00
53	Stapley Park	Neighborhood	2.00
54	Summit Park	Neighborhood	10.30
55	Valencia Park	Neighborhood	5.20
56	Vista Monterey Park	Neighborhood	3.30
57	Washington Park	Neighborhood	2.00
58	Whitman Park	Neighborhood	10.00
59	Woodglen Park	Neighborhood	7.80
TOTAL			215.10

- Neighborhood Parks
- Equity Service Area
- Density Service Area
- Streets
- Utility Park
- 2000 Census Density
- 0 - 57
- 57 - 192
- 192 - 493
- 493 - 1230
- 1230 - 3210

Note:
Equity Service Area - A specified area around a facility identifying projected user access.
Density Service Area - A service area projected using population data per acre.

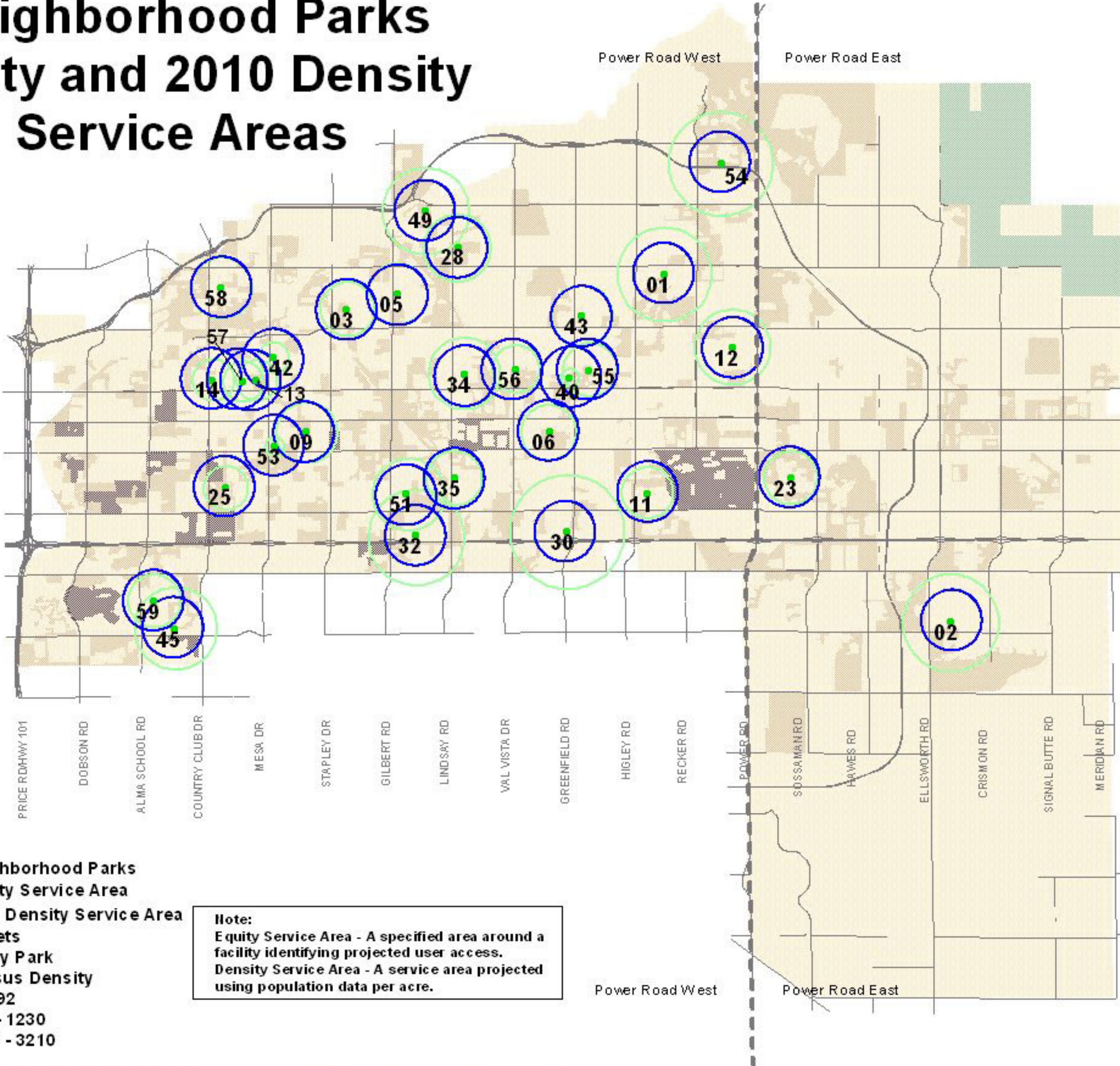
(Based on 2000 Census blocks)
2 0 2 Miles
ktvlag park cadm In 06/12/02

City of Mesa Declaration - Resolutions & Provisions
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Neighborhood Parks Equity and 2010 Density Service Areas



Power Road West Power Road East



MCDOWELL RD
MCKELLIPS RD
BROWN RD
UNIVERSITY DR
MAIN ST
BROADWAY RD
SOUTHERN AVE
60 SUPERSTITION
BASELINE RD
GUADALUPE RD
ELLIOT RD
WARNER RD
RAY RD
WILLIAMS FIELD RD
PECOS RD
GERMANN RD

Power Road West Power Road East

- Neighborhood Parks
- Equity Service Area
- 2010 Density Service Area
- Streets
- User Park
- 2000 Census Density
- 0 - 192
- 192 - 1230
- 1230 - 3210

Note:
Equity Service Area - A specified area around a facility identifying projected user access.
Density Service Area - A service area projected using population data per acre.

(Based on 2000 Census blocks projections)



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Park #	Park Name	Type	Acres
01	Alta Mesa Park	Neighborhood	8.20
02	Augusta Ranch Park	Neighborhood	10.00
03	Candlelight Park	Neighborhood	5.20
05	Chaparral Park	Neighborhood	6.20
06	Chelsea Park	Neighborhood	5.80
09	Blisworth Park	Neighborhood	10.00
11	Brld Park	Neighborhood	6.80
12	Brasnada Park	Neighborhood	7.90
13	Escobedo Park	Neighborhood	2.50
14	Evergreen Park	Neighborhood	4.30
23	Golden Hills Park	Neighborhood	10.60
25	Guerrero Rotary Park	Neighborhood	8.60
28	Hermosa Vista Park	Neighborhood	7.50
30	Holmes Park	Neighborhood	11.20
32	Kingsborough Park	Neighborhood	14.00
34	Los Alamos Park	Neighborhood	9.80
35	Meadowgreen Park	Neighborhood	6.60
40	Pequeno Park	Neighborhood	0.90
42	Porter Park	Neighborhood	2.70
43	Princess Park	Neighborhood	6.50
45	Rancho Del Mar Park	Neighborhood	11.20
49	Shepherders Park	Neighborhood	8.00
51	Silvergate Park	Neighborhood	10.00
53	Stapley Park	Neighborhood	2.00
54	Summit Park	Neighborhood	10.30
55	Valencia Park	Neighborhood	5.20
56	Vista Monterey Park	Neighborhood	3.30
57	Washington Park	Neighborhood	2.00
58	Whitman Park	Neighborhood	10.00
59	Woodglen Park	Neighborhood	7.80
TOTAL			215.10

Map Title: PROPOSED TARGET SITES FOR NEIGHBORHOOD PARKS (Page F)

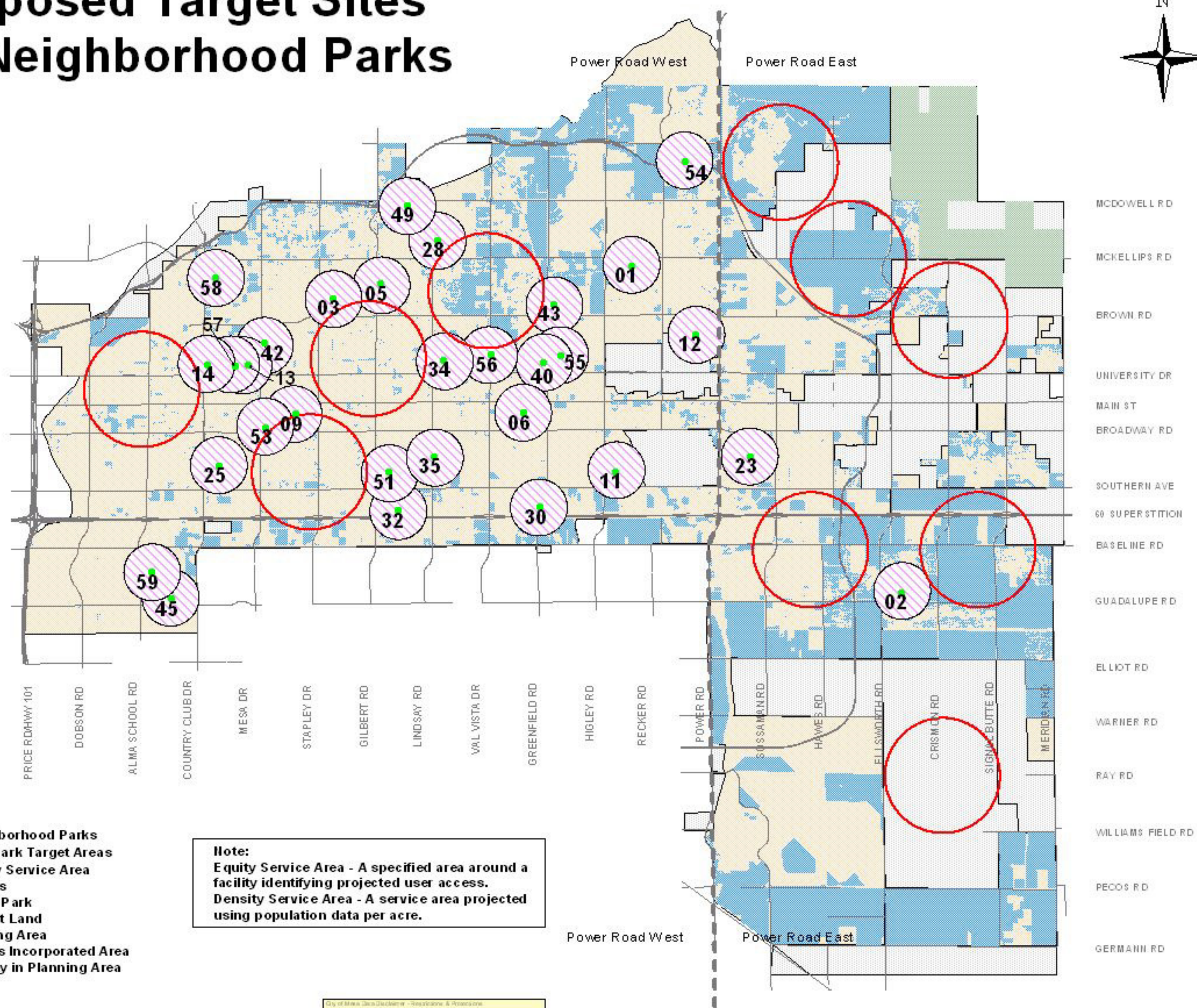
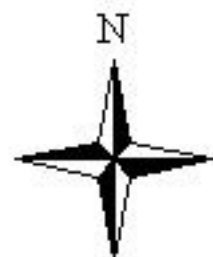
The proposed neighborhood park sites demonstrate where the city will focus their efforts for the next five years regarding land acquisition for neighborhood parks. The map shows areas that are underserved and the areas of the city that are in need of a neighborhood park. The area east of Power Road shows 6 new parks to be acquired and 4 west of Power Road. This is an attempt to address the underserved areas east of the city where high levels of growth are occurring and to acquire land at lower land prices.

If the city is able to make the land transactions, the service gaps west of Power Road will be greatly reduced.

SUMMARY

When all maps for neighborhood parks are evaluated together, the city west of Power Road has done well matching the size of the neighborhood parks to the population to be served by that park. The key issue is that there are several gaps in equity of access parks available to serve all residents equally. These gaps can be eliminated if the city is more aggressive in their efforts to acquire land in underserved areas in planning areas both east and west of Power Road.

Proposed Target Sites for Neighborhood Parks



Park #	Park Name	Type	Acres
01	Alta Mesa Park	Neighborhood	8.20
02	Augusta Ranch Park	Neighborhood	10.00
03	Candlelight Park	Neighborhood	5.20
05	Chaparral Park	Neighborhood	6.20
06	Chelsea Park	Neighborhood	5.80
09	Blisworth Park	Neighborhood	10.00
11	Bird Park	Neighborhood	6.80
12	Bisenada Park	Neighborhood	7.90
13	Escobedo Park	Neighborhood	2.50
14	Evergreen Park	Neighborhood	4.30
23	Golden Hills Park	Neighborhood	10.60
25	Guerrero Rotary Park	Neighborhood	8.60
28	Hermosa Vista Park	Neighborhood	7.50
30	Holmes Park	Neighborhood	11.20
32	Kingsborough Park	Neighborhood	14.00
34	Los Alamos Park	Neighborhood	9.80
35	Meadowgreen Park	Neighborhood	6.60
40	Pequeno Park	Neighborhood	0.90
42	Porter Park	Neighborhood	2.70
43	Princess Park	Neighborhood	6.50
45	Rancho Del Mar Park	Neighborhood	11.20
49	Sheepherders Park	Neighborhood	8.00
51	Silvergate Park	Neighborhood	10.00
53	Stapley Park	Neighborhood	2.00
54	Summit Park	Neighborhood	10.30
55	Valencia Park	Neighborhood	5.20
56	Vista Monterey Park	Neighborhood	3.30
57	Washington Park	Neighborhood	2.00
58	Whitman Park	Neighborhood	10.00
59	Woodglen Park	Neighborhood	7.80
TOTAL			215.10

Map Title: COMMUNITY PARKS EQUITY SERVICE AREAS (Page G)

This map demonstrates coverage areas for community parks based on a radius of one mile. Typically a community park ranges from 15 to 40 acres.

Currently southwest and west Mesa are well served by community parks. The area north of Main Street, central Mesa, and the east Mesa area east of Power Road, are not. This map also shows the population density of the city with the darker shaded areas representing higher levels of density.

There are relatively few community parks that show overlap of service areas. Although community parks show overlap of service areas, these parks are separated by a major highway or a 6-lane street, which reduces the level of equity access.

Map Title: COMMUNITY PARKS EQUITY AND DENSITY AREA SERVICE MAP (Page H)

This maps demonstrates population density overlayed into service equity. The population density is based on 1 acre per 1,000 residents west of Power Road and 1.5 acres per 1000 residents east of Power Road, and based on the size of the park, the service radius will vary. The current radius and density levels for community parks are really quite close except in Jefferson Park (31). This demonstrates that the size of park that best aligns with this standard as a community park is 18 to 20 acres in size, as seen in Mountain View Park (37), and Greenfield Park (24).

Map Title: COMMUNITY PARKS EQUITY AND 2010 DENSITY SERVICE AREAS (Page I)

This map demonstrates population density overlaid into service equity extended 10 years out. The population density is based on 1.5 acres per 1,000 people, and based on the size of the park, the service radius will vary. The current radius and density levels for community parks are really quite close. But because the maps are projecting 10 years out, the preferred size of community park to develop to best meet the density guidelines is 40 acres.

Map Title: PROPOSED SITES FOR COMMUNITY PARKS (Page J)

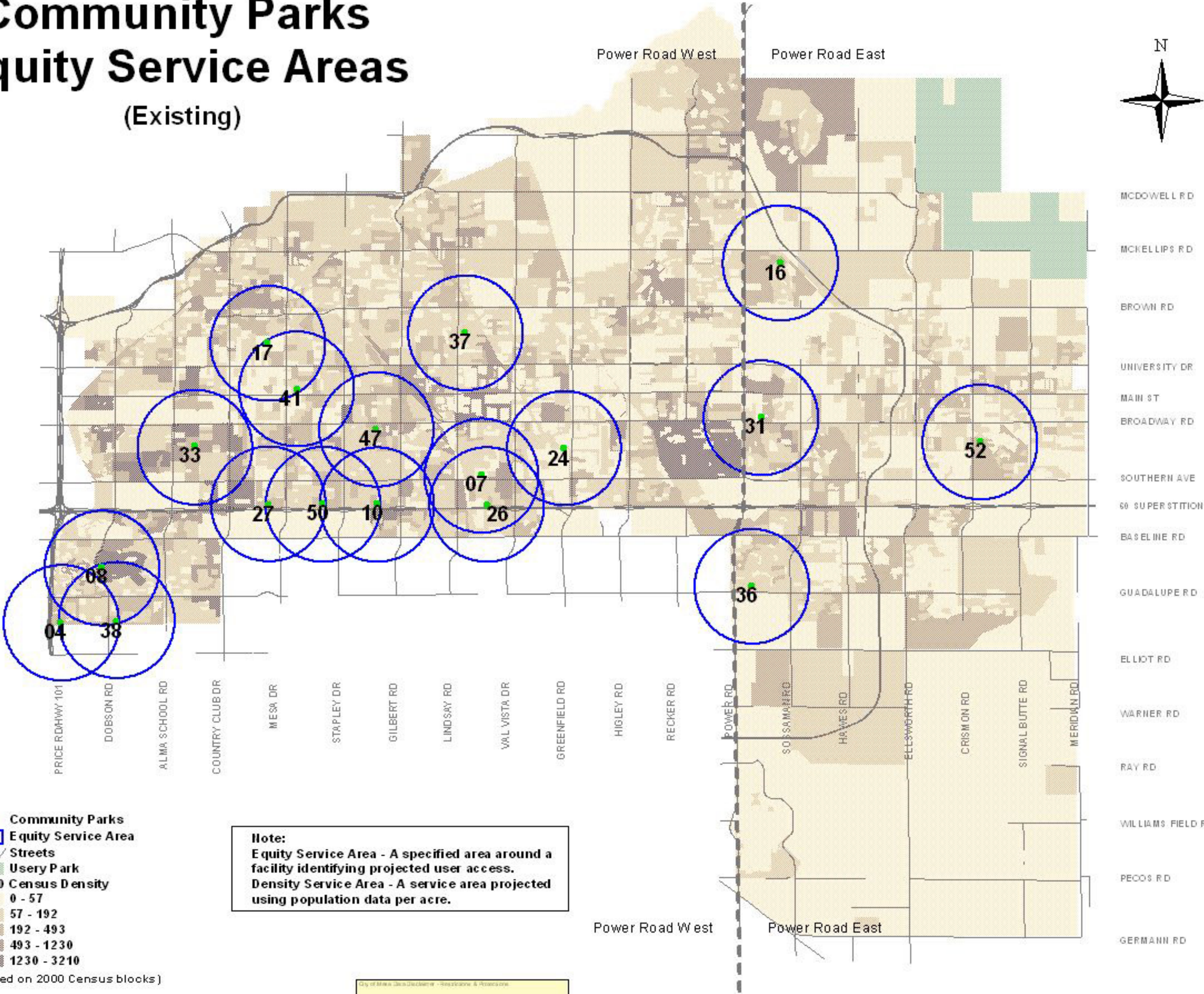
This map demonstrates 6 areas in need of a community park. If the city is able to be aggressive over the next 5 years, they could tremendously impact the service access gaps that currently exist. The minimum size of a community park is 15 acres, and ideally the city should strive for 15 acres as the minimum. The average size of a community park in Mesa is 21.26 acres.

SUMMARY

The community parks maps demonstrate some overlap of service radius, but these parks are separated by a major road corridor, which reduces access. There are many gaps in the service areas that need to be acquired to make community parks accessible for all residents. Community parks provide a much higher level of recreation experience than neighborhood parks. The balance of types of recreation experiences is the key to a balanced park system. Mesa residents will benefit well if the city can acquire the needed types of community parks.

Community Parks Equity Service Areas

(Existing)



Park #	Park Name	Type	Acres
04	Carriage Lane Park	Community	22.50
07	Countryside Park	Community	29.70
08	Dobson Ranch Park	Community	17.30
10	Emerald Park	Community	16.20
16	Falcon Hill Park	Community	21.20
17	Fitch Park	Community	35.80
24	Greenfield Park	Community	20.20
26	Harmony Park	Community	17.50
27	Heritage Park	Community	17.20
31	Jefferson Park	Community	16.50
33	Kleinman Park	Community	24.80
36	Monterey Park	Community	20.80
37	Mountain View Park	Community	17.80
38	Palo Verde Park	Community	18.00
41	Pioneer Park	Community	17.60
47	Reed Park	Community	19.00
50	Sherwood Park	Community	22.00
52	Skyline Park	Community	30.00
TOTAL			384.30

- Community Parks
- Equity Service Area
- Streets
- User Park
- 2000 Census Density
- 0 - 57
- 57 - 192
- 192 - 493
- 493 - 1230
- 1230 - 3210

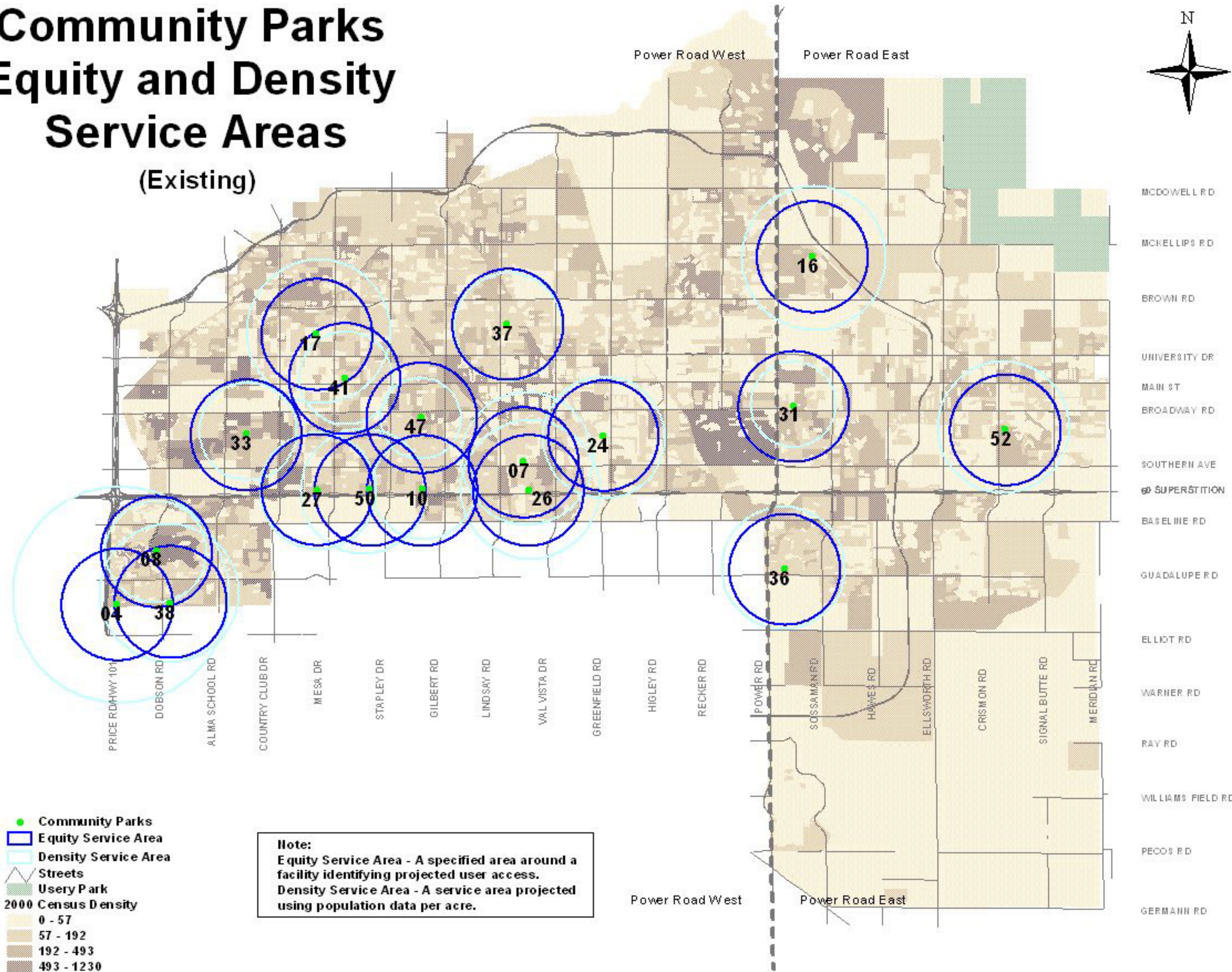
(Based on 2000 Census blocks)

Note:
Equity Service Area - A specified area around a facility identifying projected user access.
Density Service Area - A service area projected using population data per acre.

City of Mesa (2000 Census) - Population & Projections
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Community Parks Equity and Density Service Areas

(Existing)



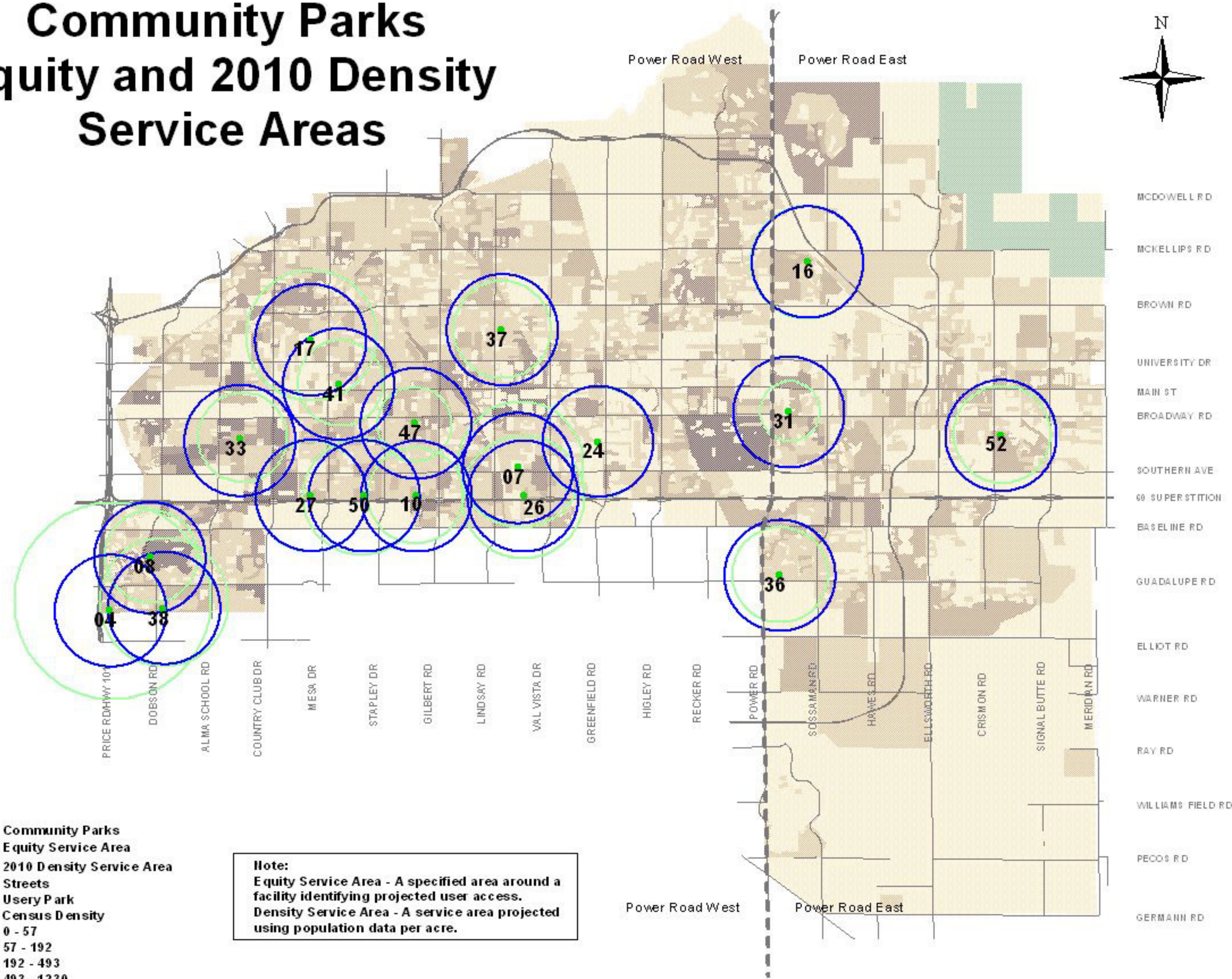
Park #	Park Name	Type	Acres
04	Carriage Lane Park	Community	22.50
07	Countryside Park	Community	29.70
08	Dobson Ranch Park	Community	17.30
10	Birch Park	Community	16.20
16	Falcon Hill Park	Community	21.20
17	Ritch Park	Community	35.80
24	Greenfield Park	Community	20.20
26	Harmony Park	Community	17.50
27	Heritage Park	Community	17.20
31	Jefferson Park	Community	16.50
33	Kleinman Park	Community	24.80
36	Monterey Park	Community	20.80
37	Mountain View Park	Community	17.80
38	Palo Verde Park	Community	18.00
41	Pioneer Park	Community	17.80
47	Reed Park	Community	19.00
50	Sherwood Park	Community	22.00
52	Skyline Park	Community	30.00
TOTAL			384.30

- Community Parks
- Equity Service Area
- Density Service Area
- Streets
- User Park
- 2000 Census Density
- 0 - 57
- 57 - 192
- 192 - 493
- 493 - 1230
- 1230 - 3210

Note:
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Density Service Area - A service area projected using population data per acre.

City of Mesa Department - Recreation & Parks
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Community Parks Equity and 2010 Density Service Areas

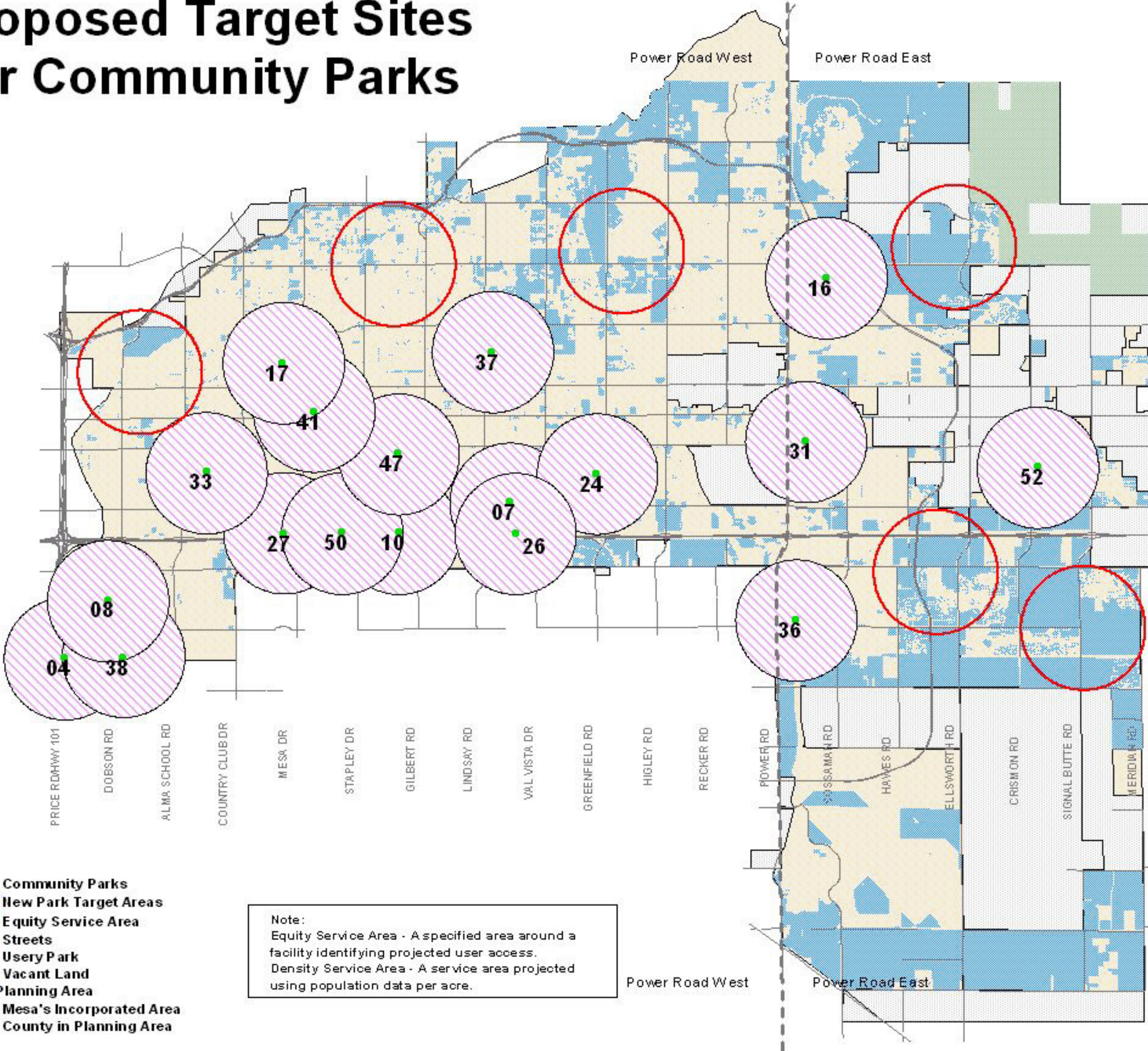
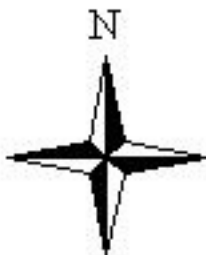


Park #	Park Name	Type	Acres
04	Carriage Lane Park	Community	22.50
07	Countryside Park	Community	29.70
08	Dobson Ranch Park	Community	17.30
10	Emerald Park	Community	16.20
16	Falcon Hill Park	Community	21.20
17	Fitch Park	Community	35.80
24	Greenfield Park	Community	20.20
26	Harmony Park	Community	17.50
27	Heritage Park	Community	17.20
31	Jefferson Park	Community	16.50
33	Kleinman Park	Community	24.80
36	Monterey Park	Community	20.80
37	Mountain View Park	Community	17.80
38	Palo Verde Park	Community	18.00
41	Pioneer Park	Community	17.60
47	Reed Park	Community	19.00
50	Sherwood Park	Community	22.00
52	Skyline Park	Community	30.00
TOTAL			384.30

- Community Parks
- Equity Service Area
- 2010 Density Service Area
- Streets
- Utility Park
- 2000 Census Density
 - 0 - 57
 - 57 - 192
 - 192 - 493
 - 493 - 1230
 - 1230 - 3210

Note:
Equity Service Area - A specified area around a facility identifying projected user access.
Density Service Area - A service area projected using population data per acre.

Proposed Target Sites for Community Parks



Park #	Park Name	Type	Acres
04	Carriage Lane Park	Community	22.50
07	Countryside Park	Community	29.70
08	Dobson Ranch Park	Community	17.30
10	Emerald Park	Community	16.20
16	Falcon Hill Park	Community	21.20
17	Rich Park	Community	35.80
24	Greenfield Park	Community	20.20
26	Harmony Park	Community	17.50
27	Heritage Park	Community	17.20
31	Jefferson Park	Community	16.50
33	Kleinman Park	Community	24.80
36	Monterey Park	Community	20.80
37	Mountain View Park	Community	17.80
38	Palo Verde Park	Community	18.00
41	Pioneer Park	Community	17.80
47	Reed Park	Community	19.00
50	Sherwood Park	Community	22.00
52	Skyline Park	Community	30.00
TOTAL			384.30

Map Title: METRO PARKS EQUITY SERVICE AREAS (Page K)

This map represents the location of metro parks and the current equity levels in place. Metro parks are typically larger parks that are 40 to 200 acres in size and include destination recreation facilities such as lighted soccer or softball complexes for youth and adults. In addition, these parks are designed for a 4-8 hour experience. Other types of amenities in metro parks include walking/jogging type paths, large aquatic facilities, restrooms and concessions, game courts, picnic facilities, driving ranges, golf facilities, and water areas. Metro parks service radius is 1.75 miles.

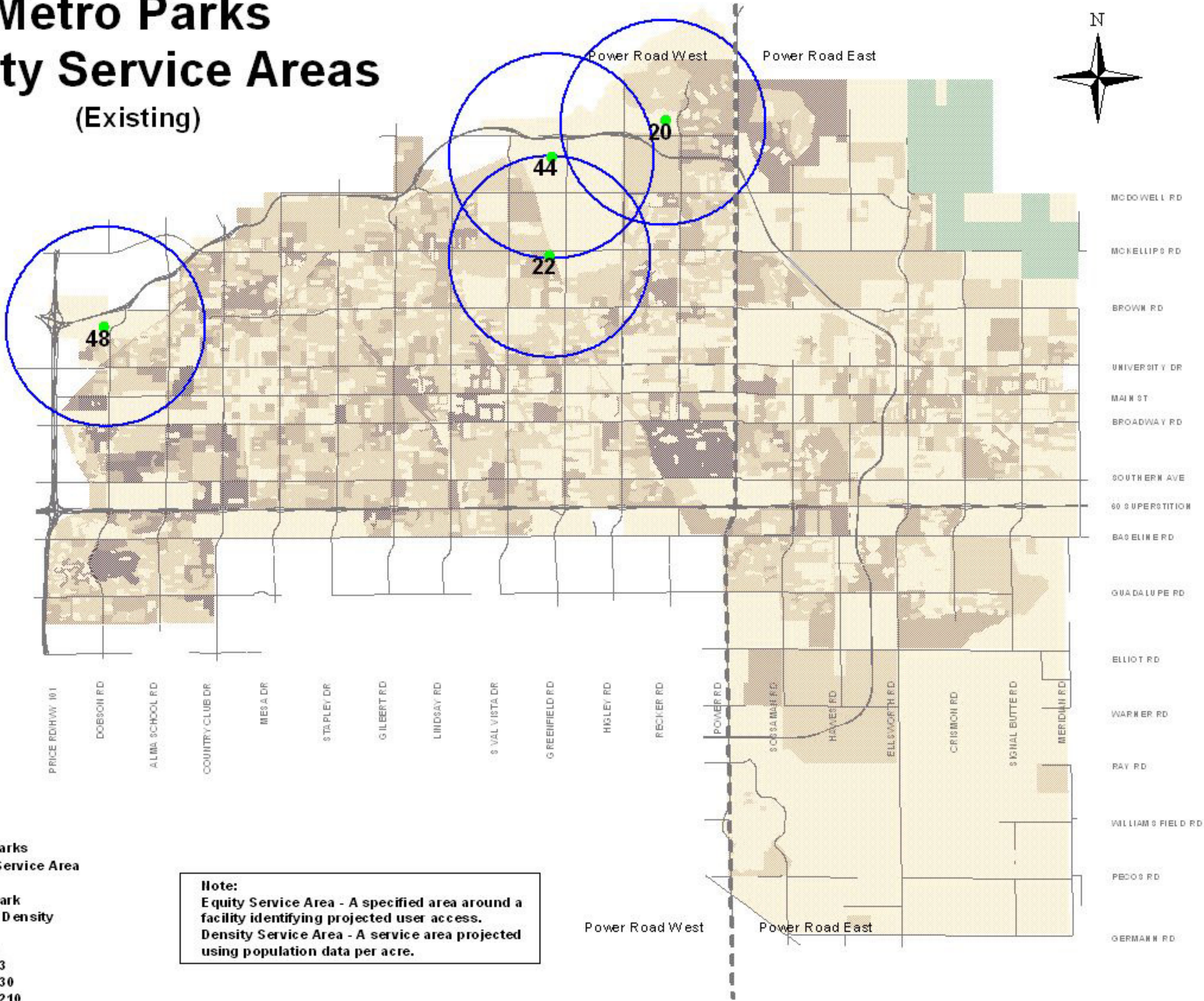
Map Title: PROPOSED TARGET SITES FOR METRO PARKS (Page L)

This map demonstrates 5 potential future metro park sites. These new site areas would help tremendously in meeting the demand for lighted sports facilities for youth and adults in Mesa, as well as creating the opportunity for recreation facilities. The targeted service areas represent a 1.75 mile access radius. The reason that there is not a targeted metro park site in the east central part of Mesa is because Red Mountain Park provides amenities similar to those of a metro park. In west central Mesa there is not any current open space available to meet the metro park standards.

SUMMARY

The metro parks are not distributed equitably in the city. Ideally at least 3 metro parks need to be created east of Power Road. Also, one is needed in south central Mesa, and one in southwest Mesa, if possible. These parks can meet the sports needs of the community for youth and adults. The city is underserved in meeting sports fields needs for the community by 124 fields as projected to 2025.

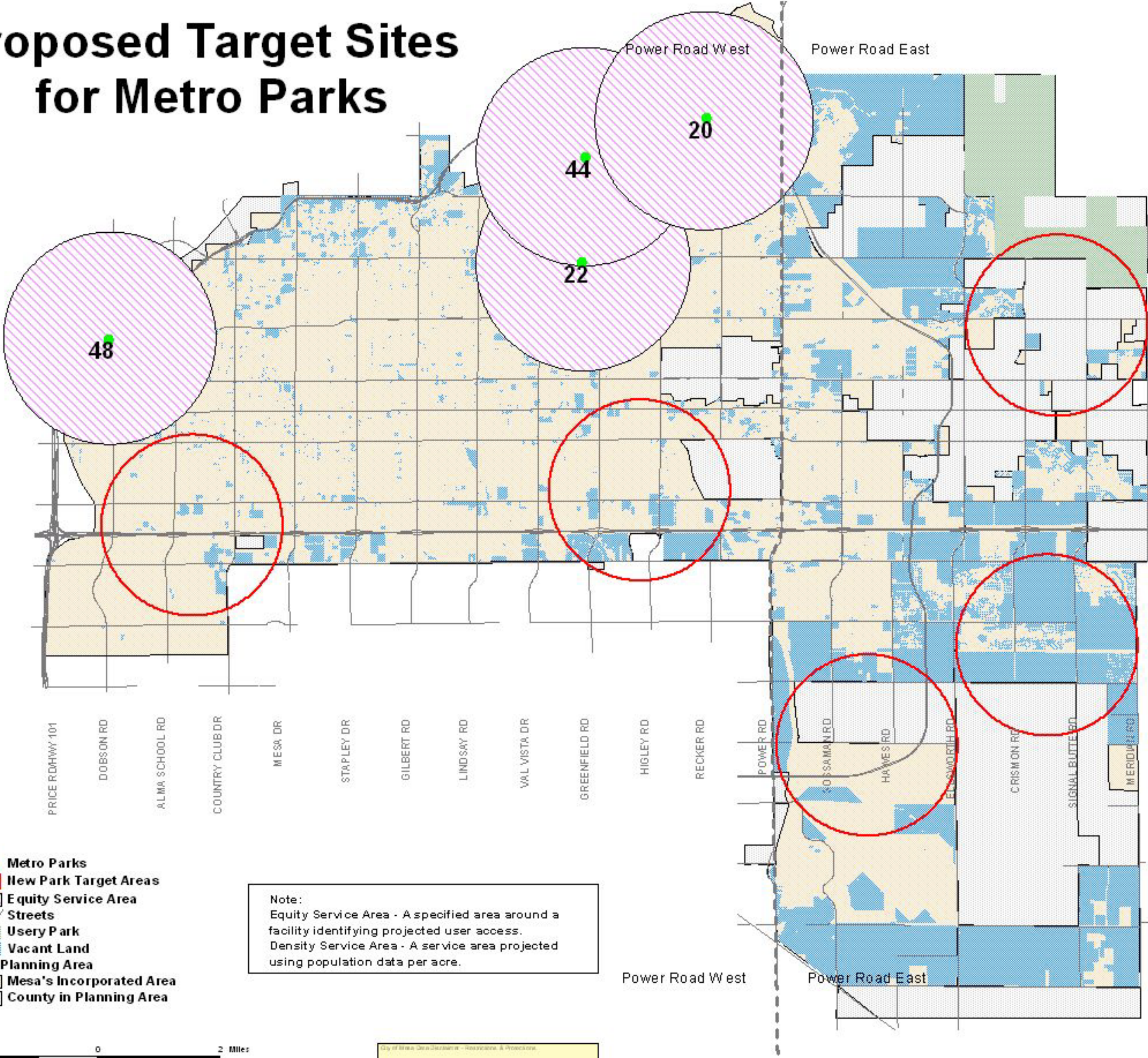
Metro Parks Equity Service Areas (Existing)



(Based on 2000 Census blocks)



Proposed Target Sites for Metro Parks



MCDOWELL RD
MCKELLIPS RD
BROWN RD
UNIVERSITY DR
MAIN ST
BROADWAY RD
SOUTHERN AVE
50 SUPERSTITION
BASELINE RD
GUADALUPE RD
ELLIOT RD
WARNER RD
RAY RD
WILLIAMS FIELD RD
PECOS RD
GERMANN RD

Park #	Park Name	Type	Acres
20	Future Park (Recker & Thomas)	Metro Park	132.10
22	Gene Autry Park	Metro Park	46.80
44	Quali Run	Metro Park	40.00
48	Riverview Park	Metro Park	51.00
TOTAL			269.90

- Metro Parks
- New Park Target Areas
- Equity Service Area
- Streets
- Usery Park
- Vacant Land
- City Planning Area
- Mesa's Incorporated Area
- County in Planning Area

Note:
Equity Service Area - A specified area around a facility identifying projected user access.
Density Service Area - A service area projected using population data per acre.

2 0 2 Miles

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Map Title: REGIONAL PARK EQUITY SERVICE AREA (Page M)

This map represents the one regional park the city has. The service radius for a regional park is 5 miles. There is a need for an additional regional park in Mesa. The only available land is in southeast Mesa near Williams Gateway Airport. A regional park is needed in west Mesa but there is no land available there.

Map Title: PROPOSED TARGET SITES FOR REGIONAL PARKS (Page N)

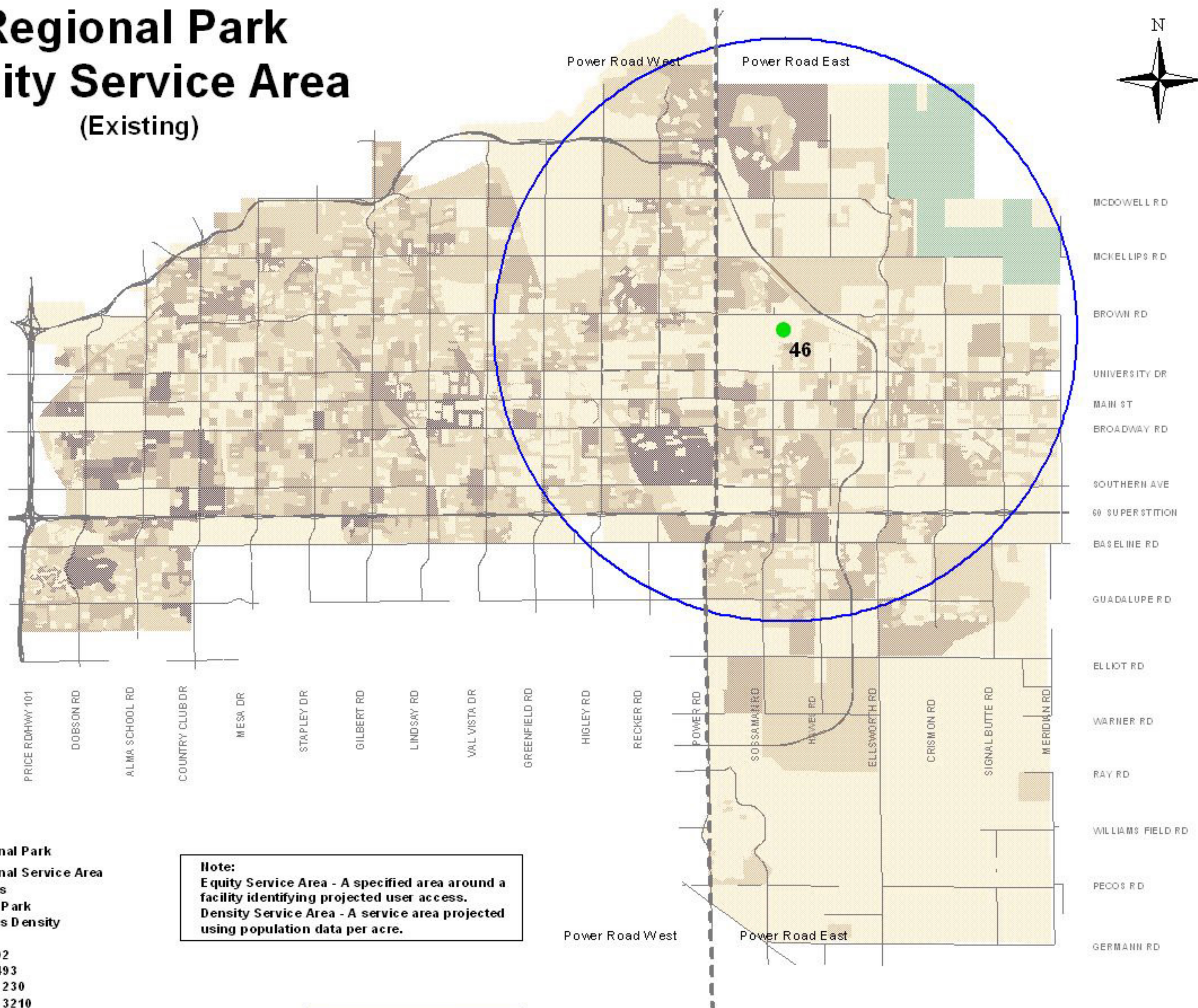
This map represents the proposed area for a new regional park for Mesa. A regional park would be 200+ acres in size and address both passive and active spaces for all ages to enjoy.

SUMMARY

The city is in need of another regional park in southeast Mesa. The city has only one chance to acquire a sizeable piece of property for that part of the community near the Williams Gateway Airport. This map demonstrates that need.

Regional Park Equity Service Area (Existing)

Park #	Park Name	Type	Acres
46	Red Mountain Park	Regional	1144.50



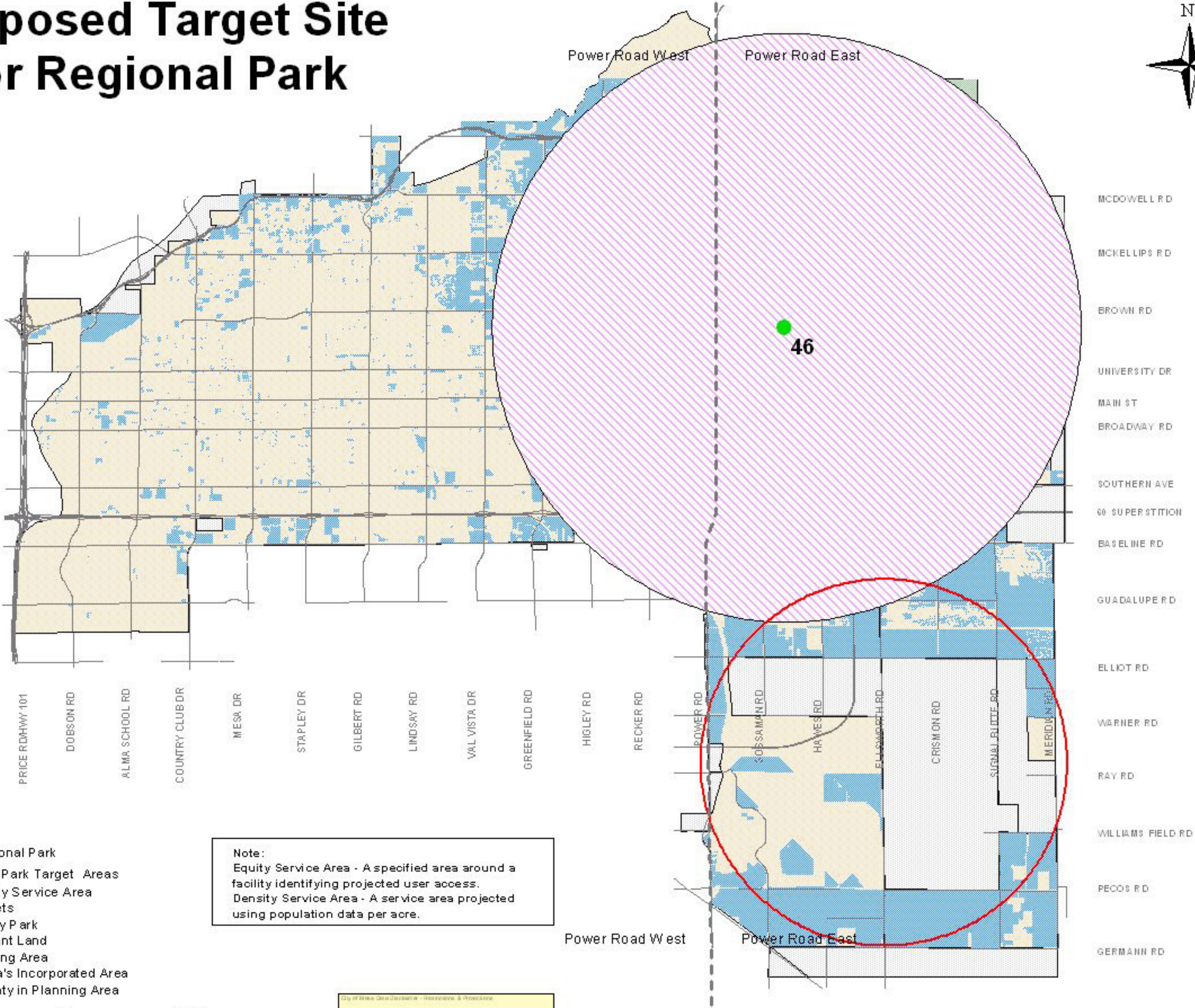
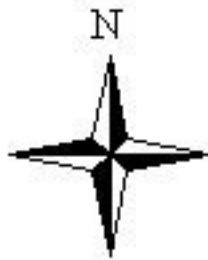
- Regional Park
- Regional Service Area
- Streets
- User Park
- 2000 Census Density
- 0 - 57
- 57 - 192
- 192 - 493
- 493 - 1230
- 1230 - 3210

(Based on 2000 Census blocks)

2 0 2 Miles

Note:
Equity Service Area - A specified area around a facility identifying projected user access.
Density Service Area - A service area projected using population data per acre.

Proposed Target Site for Regional Park



Park #	Park Name	Type	Acres
46	Red Mountain Park	Regional	1144.50

Map Title: MULTI-USE PATH CURRENT DEVELOPMENT AND FUTURE PRIORITIES (Page O)

The map represents the future multi-use paths that could be developed in Mesa. The priorities are outlined in order as designated in the left corner of the map. The solid lines represent completed multi-use paths. To date, Mesa has completed approximately 2 miles of pathway. Twenty-three miles are planned for the future as priorities.

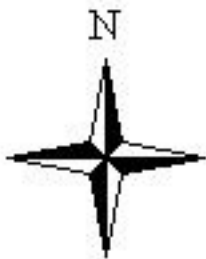
An urban pathway consists of a separated minimum 10' paved pathway for shared use by both pedestrians and cyclists. The landscape area adjacent to a canal is optional depending on right-of-way availability.

SUMMARY

The city has great potential to extend its urban pathway system through developing the canal system into multi-use paths. This is the most requested desire of the residents. Developing the multi-use paths would allow youth and adults to move through the city in a more free fashion. Multi-use paths have high demographic appeal for people of all ages.

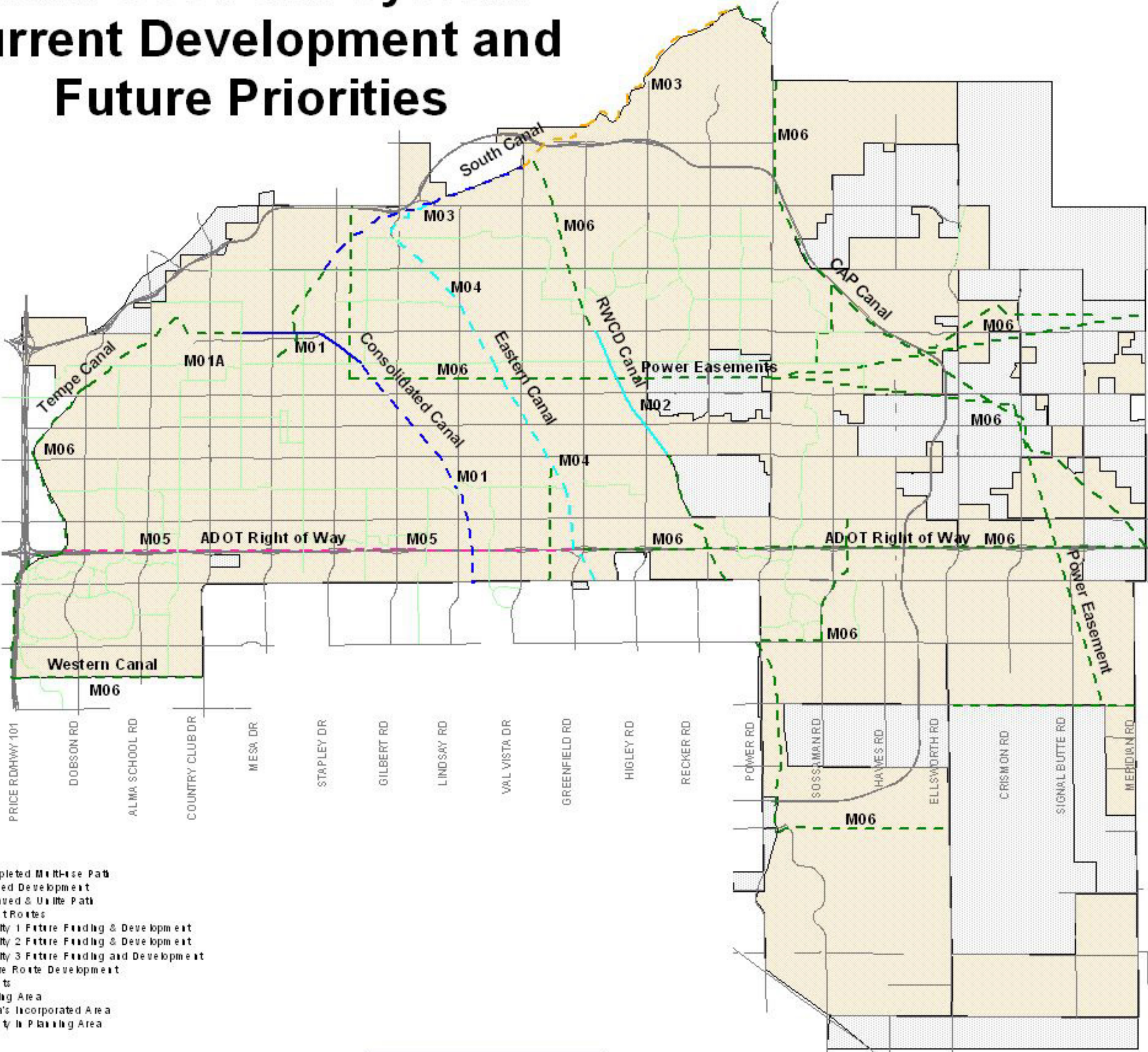
Multi-Use Path System

Current Development and Future Priorities



McDowell Rd
 McKellips Rd
 Brown Rd
 E University Dr
 Main St
 Broadway Rd
 Southern Ave
 60 Super Station
 Baseline Rd
 Guadalupe Rd
 Elliot Rd
 Warner Rd
 Ray Rd
 Williams Field Rd
 Pecos Rd
 Germann Rd

Id #	Name/Location	Built/Funded	Unfunded
M01	Consolidated Canal	6.1	
M01A	Bureha Canal	0.5	
M02	Reach 6	2.3	
M03	South Canal	3.7	4.8
M04	Eastern Canal		7.3
M05	ADOT Right of Way		8.3
M06	Future Route Development		81.7
TOTAL		12.6	102.1



- Completed Multi-Use Path
- Funded Development
- Unpaved & Unfunded Path
- Street Routes
- Priority 1 Future Funding & Development
- Priority 2 Future Funding & Development
- Priority 3 Future Funding and Development
- Future Route Development
- Streets
- City Planning Area
- Mesa's Incorporated Area
- County Planning Area

0 2 Miles

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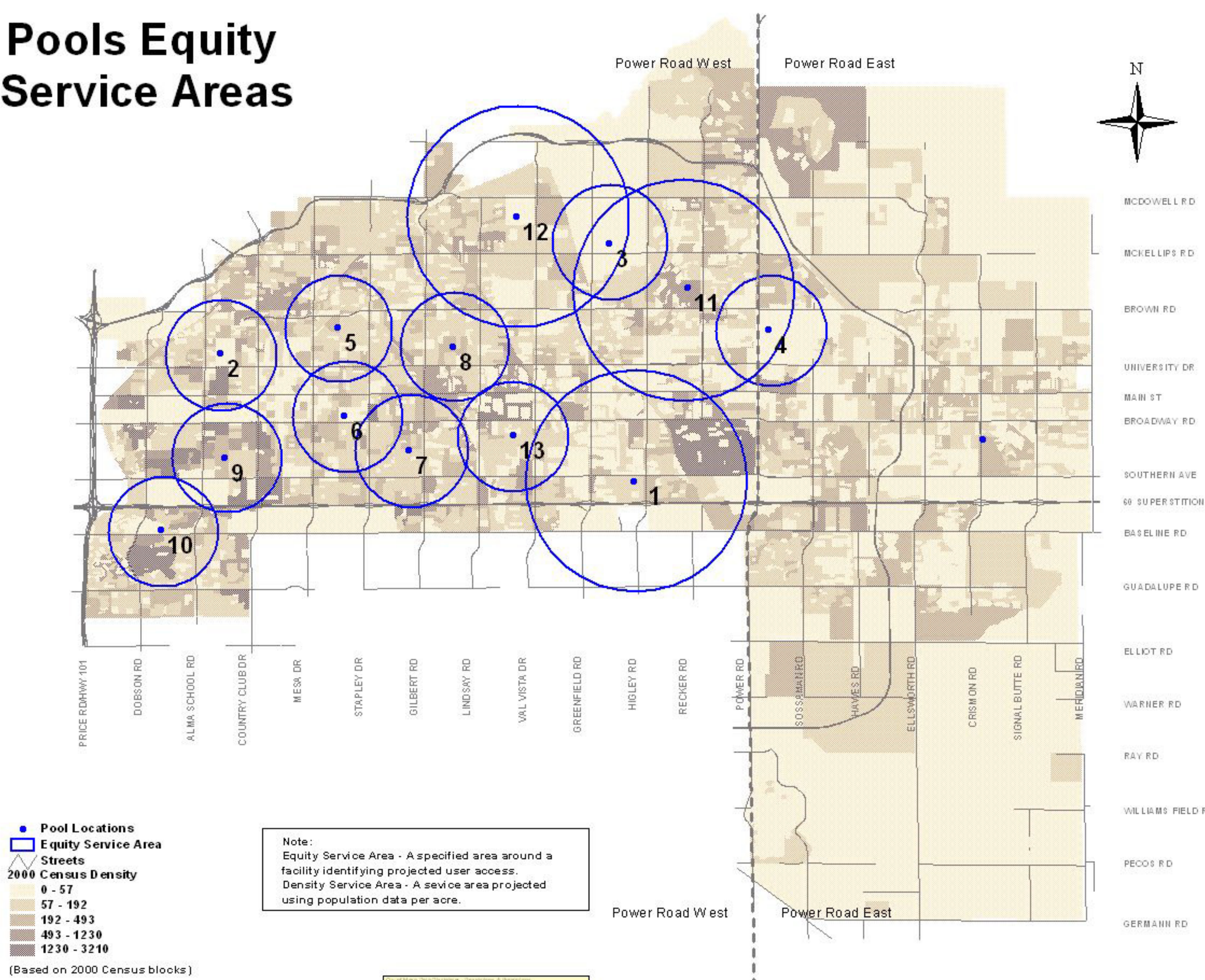
Map Title: POOLS EQUITY SERVICE AREA (Page P)

This map demonstrates where aquatic facilities are located in the city. The type of facilities that are represented are flat water type of pools. Small flat water pools, 25 meters/25 yards, have a 1 1/2-mile radius of access and serve a 300-bather capacity. The larger pools of, 50 meters, serve a radius access of 2 miles. All pools except one are located on school sites. The map clearly demonstrates the lack of pool facilities in east Mesa. The city should expand pool sites off of junior high school sites to maximize the use. School sites are not as accessible as park sites, and the expense of building pools will be offset by their maximized use and value.

Map Title: PROPOSED TARGET AREA FOR POOLS (Page Q)

This map demonstrates 4 new pool areas for the city to focus on to help meet the aquatic needs of the community. The pool areas all represent large pools, either flat water or family aquatic, rather than small pools, and they have a service area radius of 2 miles. To implement this map would significantly help solve the gap in aquatic services in east Mesa. A new indoor aquatic center is planned for Mesa and will serve as a regional and national market for competitive swimming. It will also serve the community needs for swimming and diving. The key is the economic impact of the facility on downtown business and the hotel industry, which will be extensive.

Pools Equity Service Areas



Pool #	Pool Name	Location
1	Brimhall Junior High	School
2	Carson Junior High	School
3	Falcon Field Pool	Park
4	Fremont Junior High	School
5	Kline Junior High	School
6	Mesa Junior High	School
7	Parkway Pool	School
8	Poston Junior High	School
9	Powell Junior High	School
10	Rhodes Junior High	School
11	Shepherd Junior High	School
12	Stapley Junior High	School
13	Taylor Junior High	School

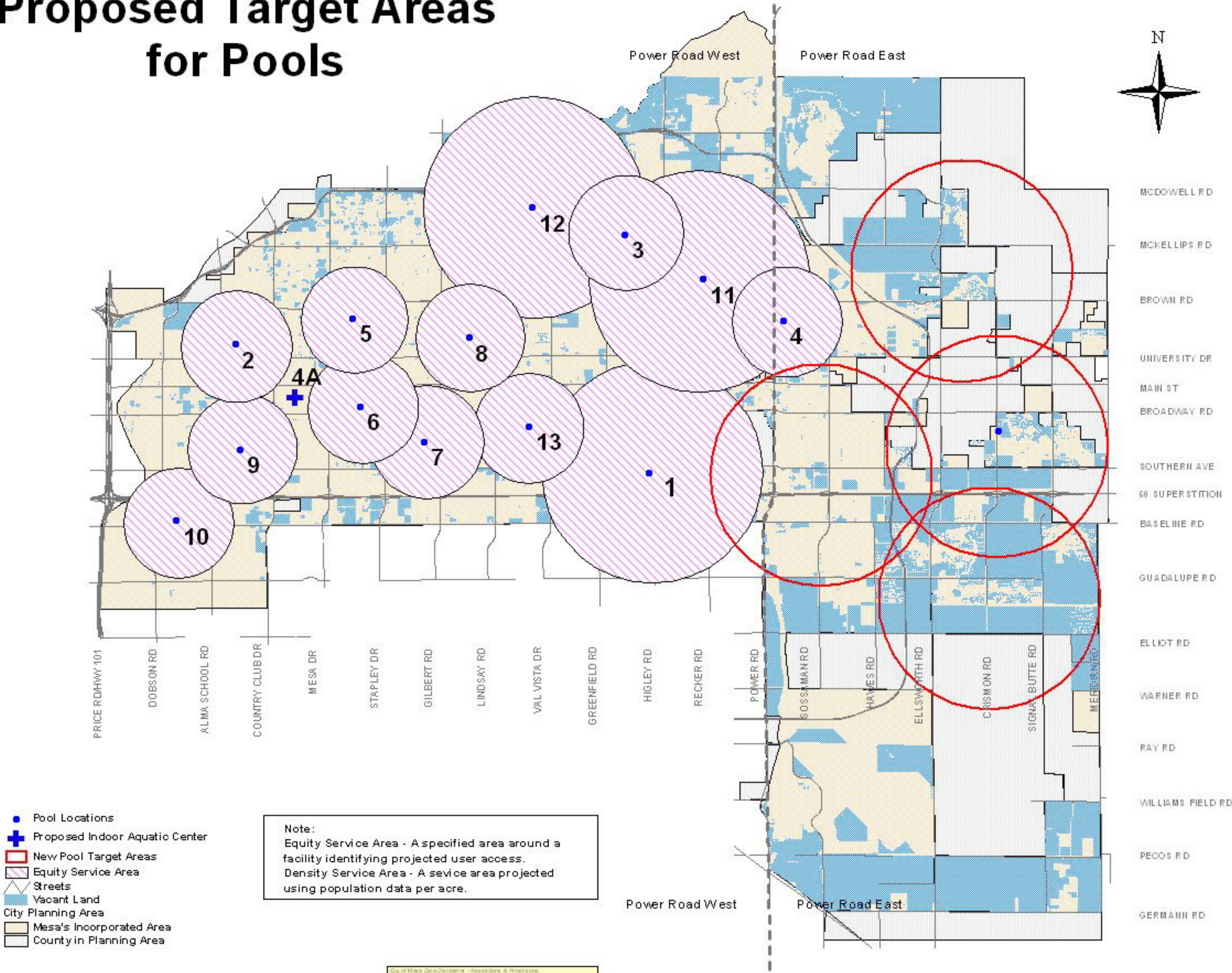
● Pool Locations
□ Equity Service Area
— Streets
2000 Census Density
0 - 57
57 - 192
192 - 493
493 - 1230
1230 - 3210
(Based on 2000 Census blocks)

Note:
Equity Service Area - A specified area around a facility identifying projected user access.
Density Service Area - A service area projected using population data per acre.

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Proposed Target Areas for Pools



Pool #	Pool Name	Location
1	Brimhall Junior High	School
2	Carson Junior High	School
3	Falcon Field Pool	Park
4	Fremont Junior High	School
4A	Indoor Aquatic Center	Proposed
5	Kino Junior High	School
6	Mesa Junior High	School
7	Parkway Pool	School
8	Poston Junior High	School
9	Powell Junior High	School
10	Rhodes Junior High	School
11	Shepherd Junior High	School
12	Stapley Junior High	School
13	Taylor Junior High	School

- Pool Locations
- Proposed Indoor Aquatic Center
- New Pool Target Areas
- Equity Service Area
- Streets
- Vacant Land
- City Planning Area
- Mesa's Incorporated Area
- County in Planning Area

Note:
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Density Service Area - A service area projected using population data per acre.

0 2 Miles

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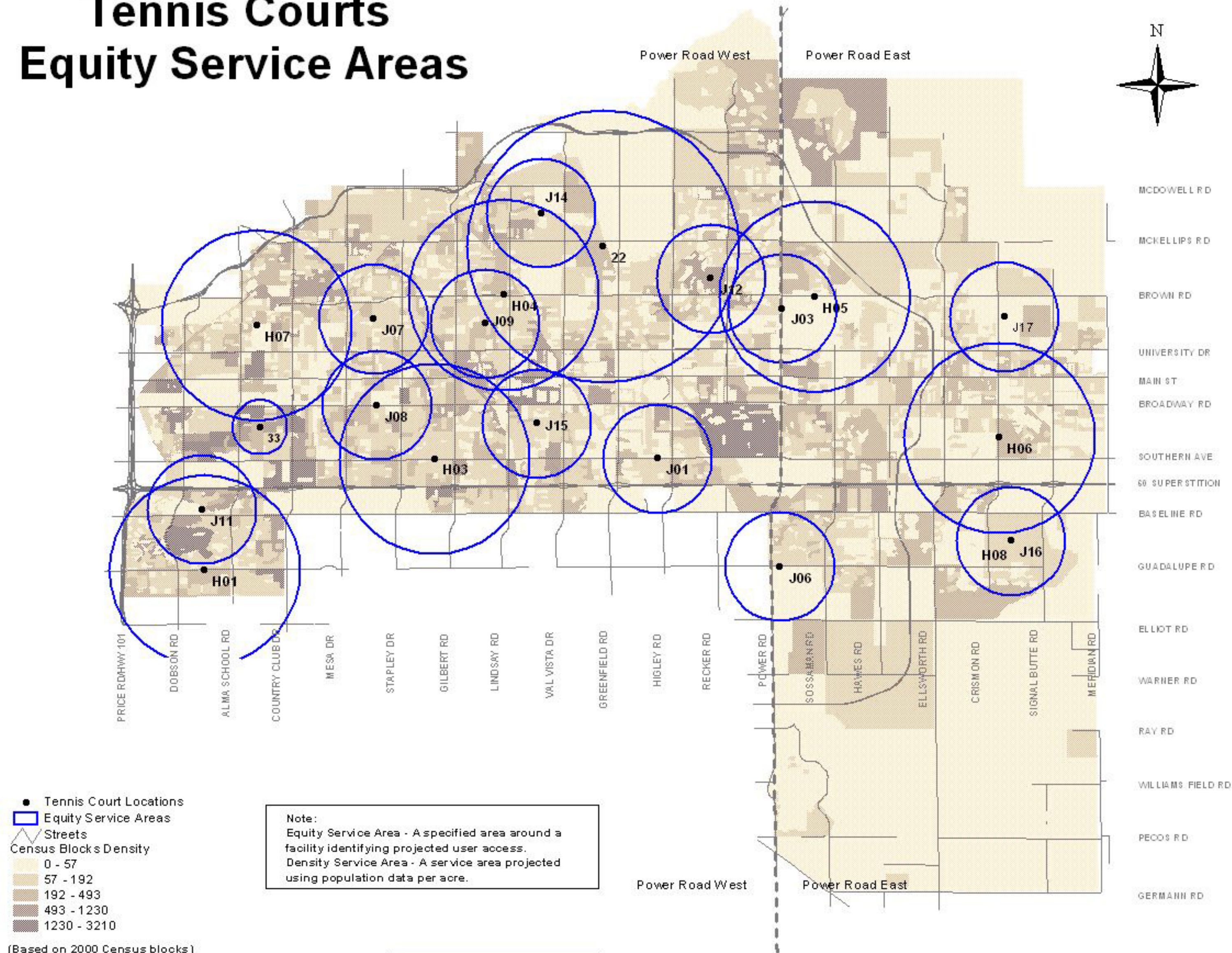
Map Title: TENNIS COURTS EQUITY SERVICE AREA (Page R)

This map demonstrates a very balanced approach to tennis court access in the City of Mesa. There is one large tennis complex of 16 courts, located at Gene Autry Park (22). The remaining sites all have 4-8 courts. The school sites that have 4 courts have a 1-mile radius, and those with more than 6-8 courts have a 1 ½-mile radius of access. The majority of courts are located at school sites, which provides the citizens a higher level of use. However, the quality of facilities are less than adequate for proper tournament play, and restricted use of them during school hours and evenings misrepresents the true need of the community.

Map Title: PROPOSED TARGET SITES FOR TENNIS COURTS (Page S)

This map represents 3 general tennis court sites with 8 courts at underserved areas in Mesa, and one large tennis complex in a future proposed regional park in southeast Mesa.

Tennis Courts Equity Service Areas



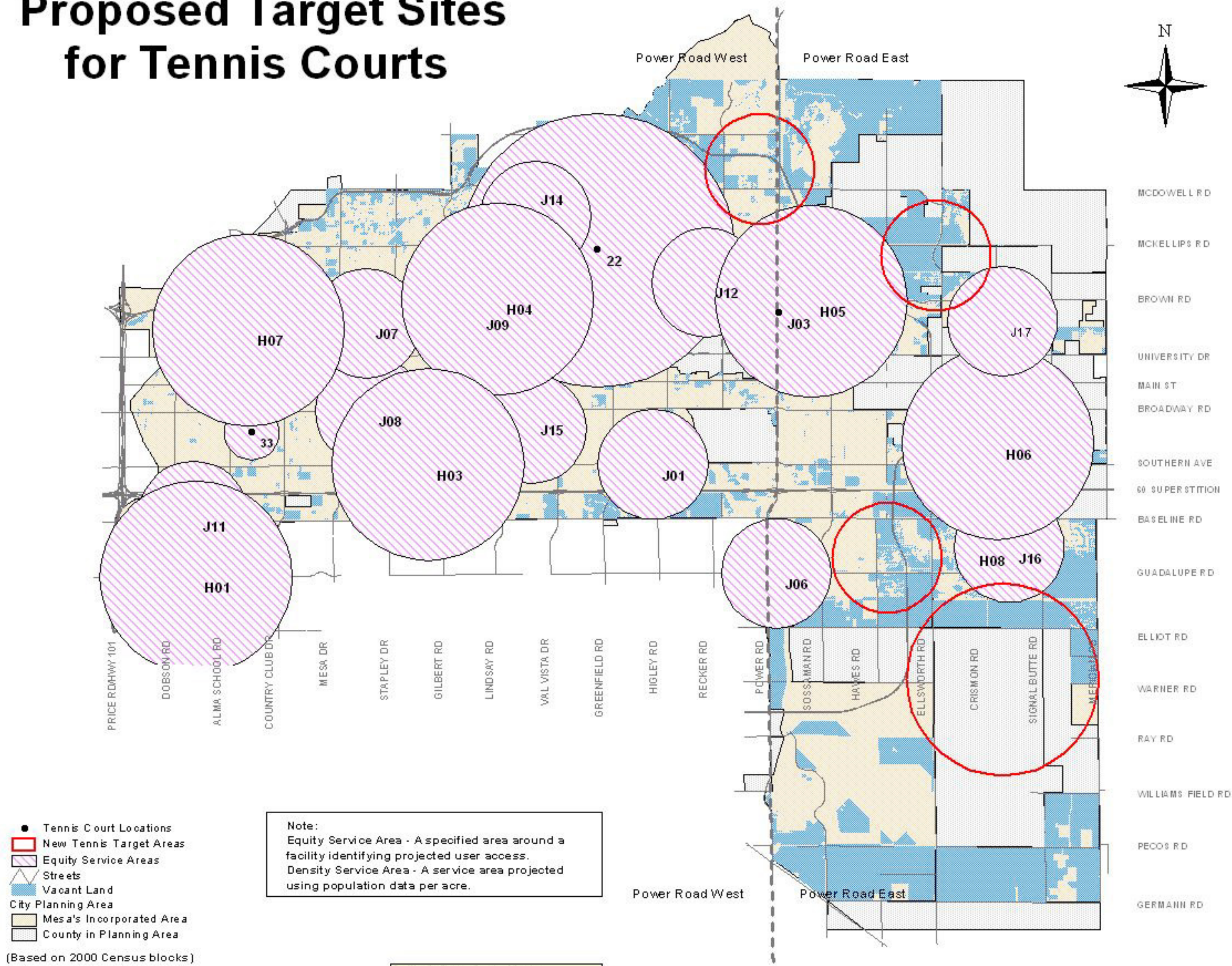
ID #	Site Name	# Courts
22	Gene Autry Park	16
33	Hielman Park	8

ID #	Site Name	# Courts
J01	Brimhall Junior High	6
J03	Remont Junior High	4
J06	Highland Junior High	3
J07	Hino Junior High	4
J08	Mesa Junior High	4
J09	Pocan Junior High	4
J11	Rhodes Junior High	4
J12	Shepherd Junior High	6
J14	Stapley Junior High	6
J15	Taylor Junior High	4
J16	Desert Ridge Junior High	3
J17	Smith Junior High	7

ID #	Site Name	# Courts
H01	Dobson High School	8
H03	Mesa High School	9
H04	Mountain View High School	8
H05	Red Mountain High School	8
H06	Skyline High School	8
H07	Westwood High School	10
H08	Desert Ridge High School	8
Total Tennis Courts		139

0 2 Miles

Proposed Target Sites for Tennis Courts



ID #	Site Name	# Courts
22	Gene Autry Park	16
33	Hielman Park	8

ID #	Site Name	# Courts
J01	Brimhall Junior High	6
J03	Remont Junior High	4
J06	Highland Junior High	3
J07	Kino Junior High	4
J08	Mesa Junior High	4
J09	Pocah Junior High	4
J11	Rhodes Junior High	4
J12	Shepherd Junior High	6
J14	Stapley Junior High	6
J15	Taylor Junior High	4
J16	Desert Ridge Junior High	3
J17	Smith Junior High	7

ID #	Site Name	# Courts
H01	Dobson High School	8
H03	Mesa High School	9
H04	Mountain View High School	8
H05	Red Mountain High School	8
H06	Skyline High School	8
H07	Westwood High School	10
H08	Desert Ridge High School	8
Total Tennis Courts		139

Map Title: NEIGHBORHOOD AND COMMUNITY RECREATION CENTERS EQUITY SERVICE AREAS (Page T)

This map demonstrates where the city has access to indoor recreation facilities on a permanent basis. The small circles represent neighborhood facilities that serve a very small group of users. The second larger circles represent 15,000-18,000-square foot facilities that provide large recreation facilities that can accommodate many more programs. These circles represent a 1-mile radius of access. The large circle represents a regional recreation facility that can serve a 2-mile radius. Typically each facility size in square footage would accommodate 1 person per square foot, so a center that is 15,000 square feet would accommodate a population of 15,000 people.

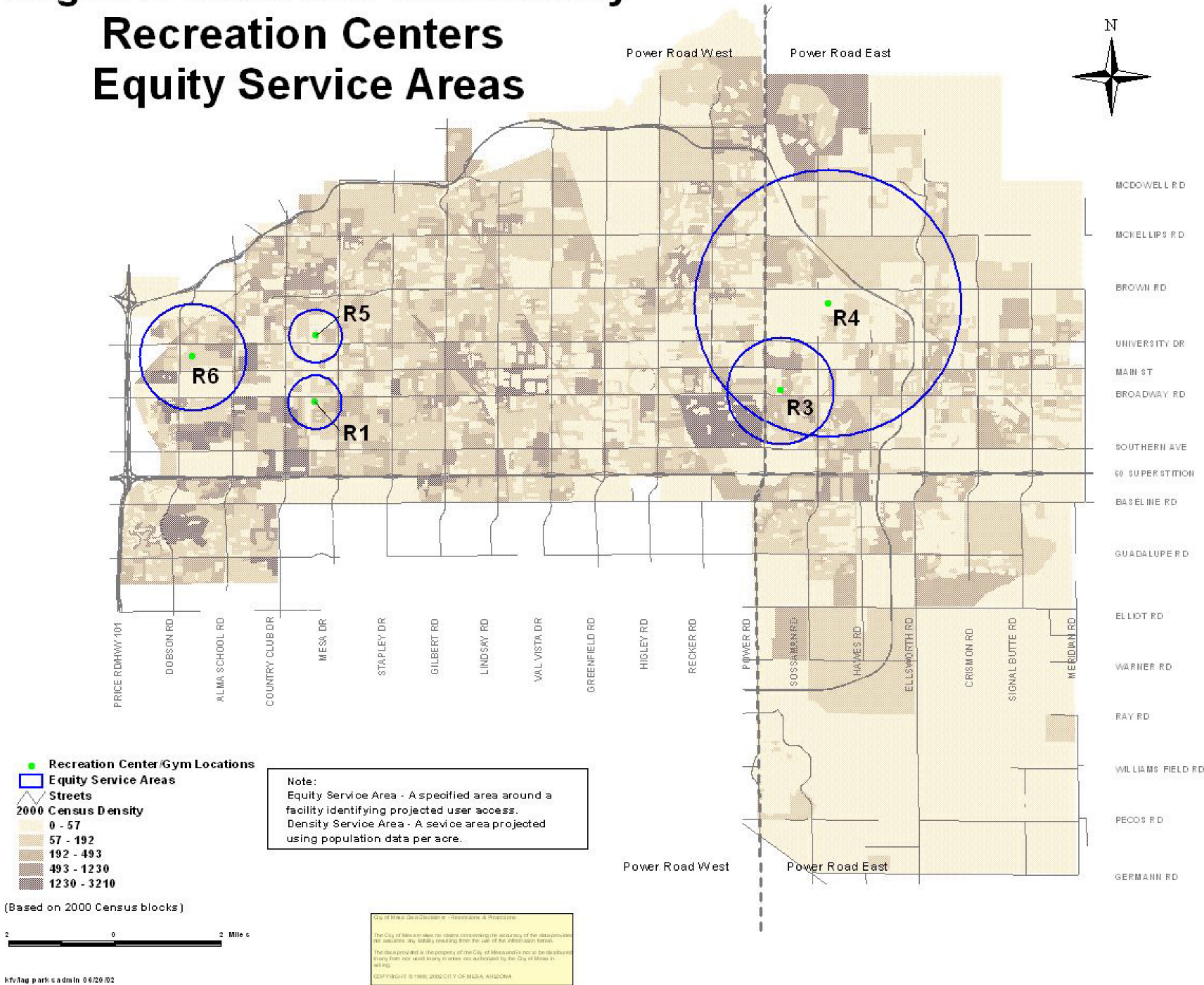
Map Title: PROPOSED TARGET SITES FOR NEIGHBORHOOD AND COMMUNITY RECREATION CENTERS (Page U)

The map demonstrates areas that are in need of indoor recreation space in the City of Mesa. The smaller circles represent recreation facilities that are 25,000 square feet in scope, and the larger circles represent community centers, which are approximately 50,000 square feet. The size of each center equates with 1 square foot per population served. Currently, there is a lack of indoor space of 300,000 square feet for the 2002 population. These recreation space areas will pick up 250,000 square feet of the problem, but more will be necessary. The city and school district continue to reciprocate on shared use of facilities but the city is only able to use school facilities on a limited basis.

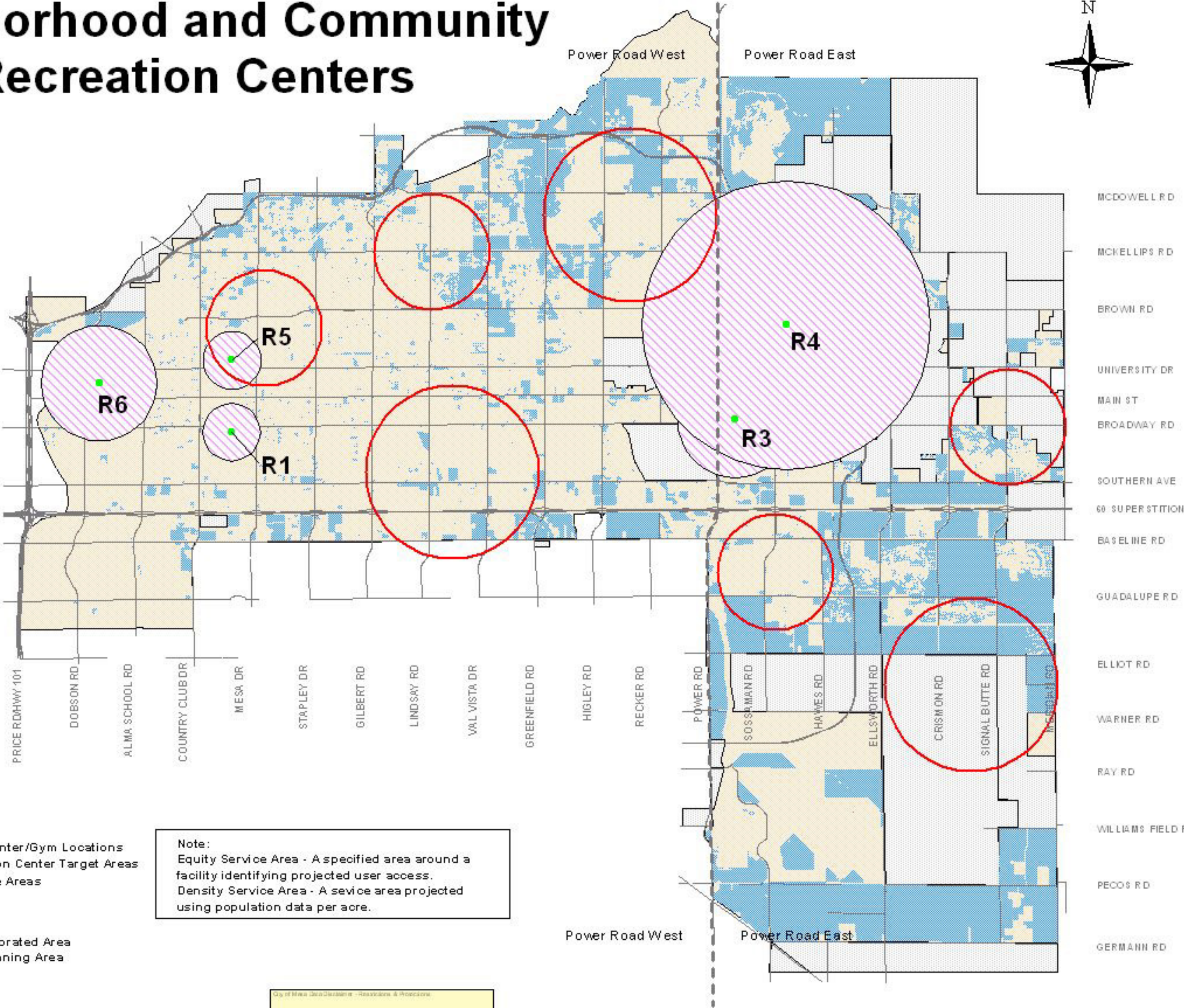
SUMMARY

The city has successfully completed the joint use gymnasiums in partnership with the Mesa School District. These sites offer the community the opportunity to participate in classes during school sessions and use a fully operational gym for sports and classes during evenings and weekends. The indoor space needs are high in Mesa and will only get worse unless the city makes adjustments in funding of indoor space needs.

Neighborhood and Community Recreation Centers Equity Service Areas



Proposed Target Sites for Neighborhood and Community Recreation Centers



ID #	Name	Type	Sq Ft
R1	Broadway Recreation	Neighborhood/Gym	18,503
R3	Jefferson Park/School	Gym	15,073
R4	Red Mountain Park	Multigenerational	64,243
R5	Washington Park	Neighborhood	5,960
R6	Webster School	Gym	14,191
Total			117,968

- Recreation Center/Gym Locations
- New Recreation Center Target Areas
- Equity Service Areas
- Streets
- Vacant Land
- City Planning Area
- Mesa's Incorporated Area
- County in Planning Area

Note:
Equity Service Area - A specified area around a facility identifying projected user access.
Density Service Area - A service area projected using population data per acre.

0 2 Miles

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Map Title: 80'/90' BASEBALL FIELD EQUITY SERVICE AREA (Page V)

This map demonstrates where 80'/90' baseball fields exist in the city. The smaller circles represent the site of 1 field with a ½-mile radius. The medium size circles represent 2 field complexes with a 1-mile radius, and the large circles represent a 3 or 4 field complex. The map clearly demonstrates where gaps exist in the city for baseball fields. These types of fields serve youth 12 and up through adults.

Map Title: 60' BASEBALL AND SOFTBALL EQUITY SERVICE AREAS (Page W)

This map demonstrates where 60' baseball and softball fields are located. The small circles represent 1 field location that serves a ½-mile radius of access. The medium size circles serve a 1-mile radius of access and have 2 fields available. The large circles represent 3 or 4 field complexes and serve a 1 ½-mile radius of access. In west Mesa there is good coverage of fields except in northwest Mesa. Central Mesa, south central Mesa, and southeast Mesa are all in need of additional fields for youth baseball and youth and adult softball.

Map Title: SOCCER FIELDS EQUITY SERVICE AREAS (Page X)

This map demonstrates where soccer fields are currently located. The small circle represents 1 soccer field with a ½ mile radius of access. The medium size circles represent 2 soccer fields and serve a 1-mile radius of access. The larger circle represents a soccer complex of 4-6 fields with a 2 ½-mile radius of access. This map clearly demonstrates the lack of soccer fields in the city and the gap in services throughout the city. Approximately 50% of boys and girls 5-12 years of age play soccer according to the National Sporting Good Foundation reports. Increasing the availability of fields will significantly impact the quality of life for the community.

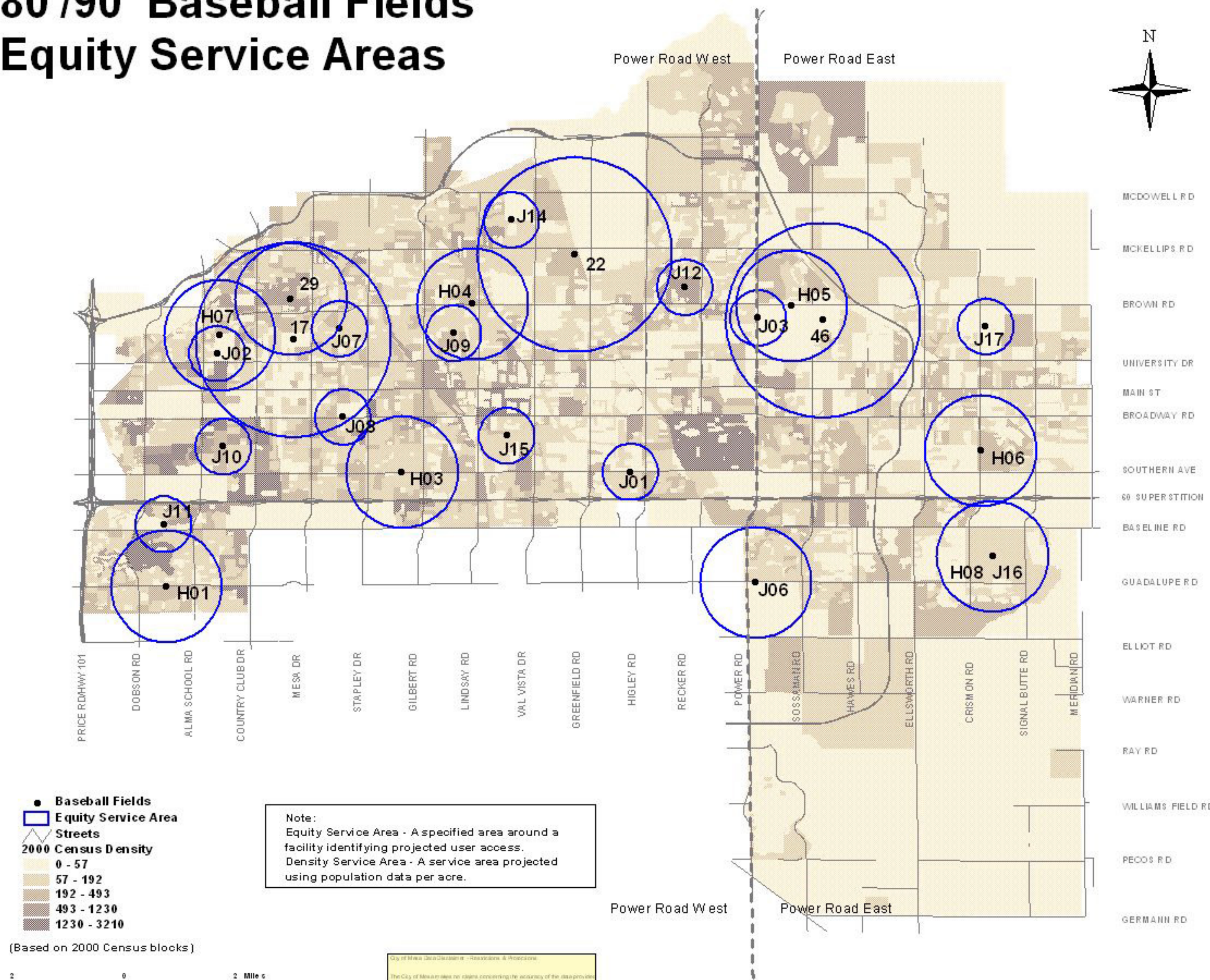
Map Title: MULTI-PURPOSE FIELDS EQUITY SERVICE AREAS (Page Y)

The multi-purpose field map demonstrates where multipurpose fields exist in the city. These fields serve as practice fields for soccer, softball, and baseball for young children. The majority of these fields are at school locations and do not receive a high level of care. The map demonstrates where gaps exist in these types of fields in the city.

Map Title: PRACTICE AREAS IN RETENTION BASIN EQUITY SERVICE AREAS (Page Z)

This map demonstrates where all the practice areas are located for soccer, t-ball, and baseball in retention basins in the city. As development continues on the east side of the city, these types of facilities will increase, but usage of these facilities for competitive sports play will be limited.

80'/90' Baseball Fields Equity Service Areas



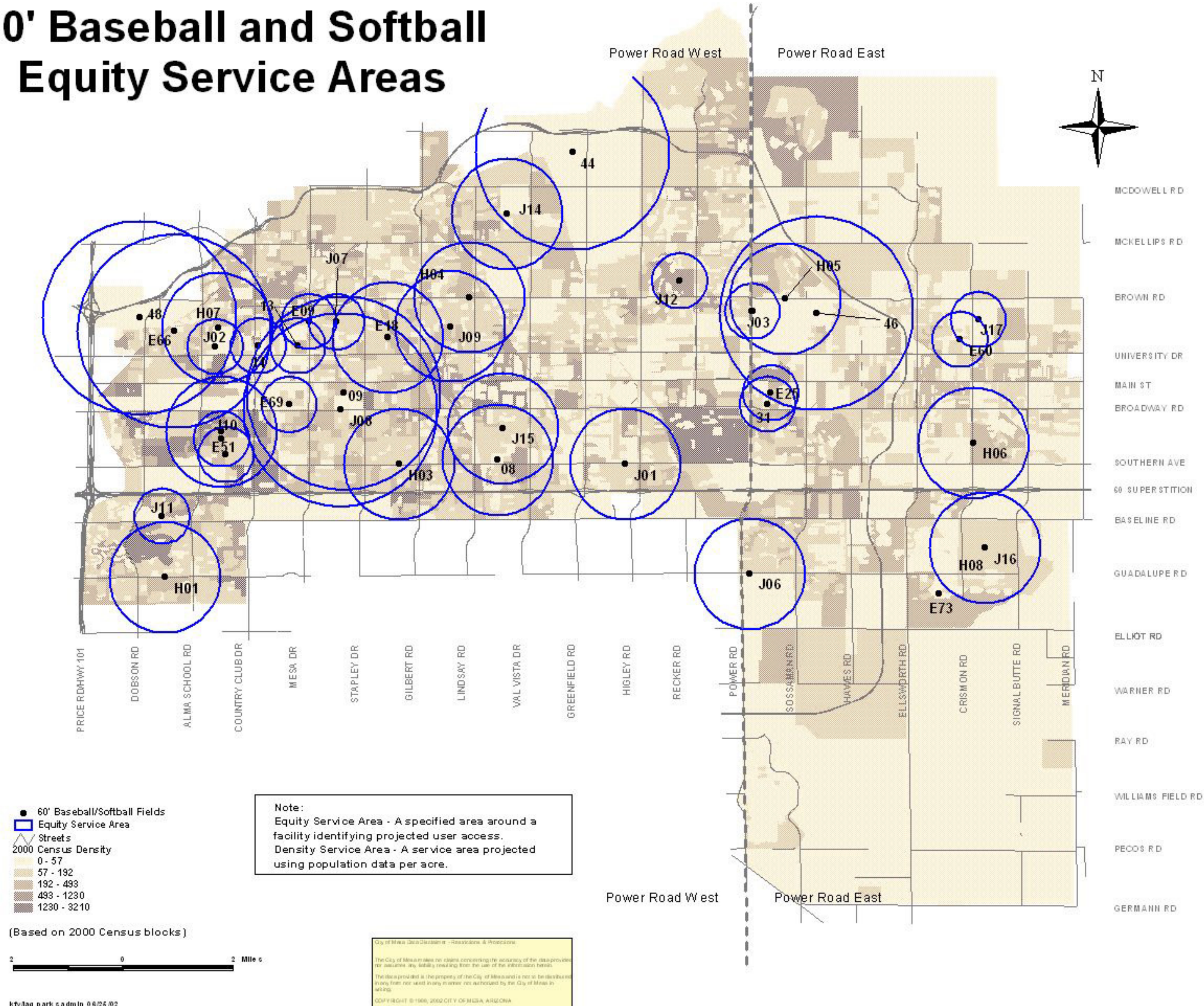
Site #	Site Name	# Fields
17	Rtoli Park	4
22	Gene Autry Park	3
29	Hohokam Park	2
46	Red Mountain Park	3

Site #	Site Name	# Fields
J01	Brimhall Junior High	1
J02	Carson Junior High	1
J03	Remont Junior High	1
J06	Highland Junior High *	2
J07	Kino Junior High	1
J08	Mesa Junior High	1
J09	Pecten Junior High	1
J10	Powell Junior High	1
J11	Rhodes Junior High	1
J12	Shepherd Junior High	1
J14	Stapley Junior High	1
J15	Taylor Junior High	1
J16	Desert Ridge Junior High *	2
J17	Smith Junior High	1

Site #	Site Name	# Fields
H01	Debsen High School	2
H03	Mesa High School	2
H04	Mountain View High School	2
H06	Red Mountain High School	2
H08	Skyline High School	2
H07	Westwood High School	2
H08	Desert Ridge High School	2
Total 90' Baseball Fields		42

* - Indicates 80' baseball field

60' Baseball and Softball Equity Service Areas



60' Baseball		
ID #	Site Name	# Fields
8	Country Side Park	2
44	Gull Run Park	4
ID #	Site Name	# Fields
E18	Hawthorne Elementary	2
E5	Jefferson Elementary	1
E1	Redbird Elementary	1
E0	Taft Elementary	1
E6	Wittler Elementary	3
E9	Ran Min West	1
ID #	Site Name	# Fields
J11	Rhodes Junior High	1
ID #	Site Name	# Fields
H01	Dobson High School	2
Total 60' Baseball Fields		18

Softball		
ID #	Site Name	# Fields
09	Blowrth Park	4
18	Escobedo Park	1
14	Evergreen Park	1
31	Jefferson Park	1
33	Kleinman Park	2
46	Red Mountain Park	4
48	Riverview Park	4
ID #	Site Name	# Fields
E09	Bonhower Elementary	1
E18	Hawthorne Elementary	1
E9	Ran Min West Elementary	2
E73	Canyon Rim Elementary	1
ID #	Site Name	# Fields
J01	Brimhall Junior High	2
J02	Carson Junior High	1
J03	Remont Junior High	1
J06	Highland Junior High	2
J07	Rino Junior High	1
J08	Mesa Junior High	3
J09	Porton Junior High	2
J10	Rowell Junior High	1
J11	Rhodes Junior High	1
J12	Shepherd Junior High	1
J14	Stapley Junior High	2
J15	Taylor Junior High	2
J16	Desert Ridge Junior High	2
J17	Smith Junior High	1
ID #	Site Name	# Fields
H01	Dobson High School	2
H03	Mesa High School	2
H04	Mountain View High School	2
H05	Red Mountain High School	2
H06	Skyline High School	2
H07	Westwood High School	2
H08	Desert Ridge High School	2
Total Softball Fields		68

● 60' Baseball/Softball Fields

□ Equity Service Area

— Streets

2000 Census Density

- 0 - 57
- 57 - 192
- 192 - 493
- 493 - 1230
- 1230 - 3210

(Based on 2000 Census blocks)

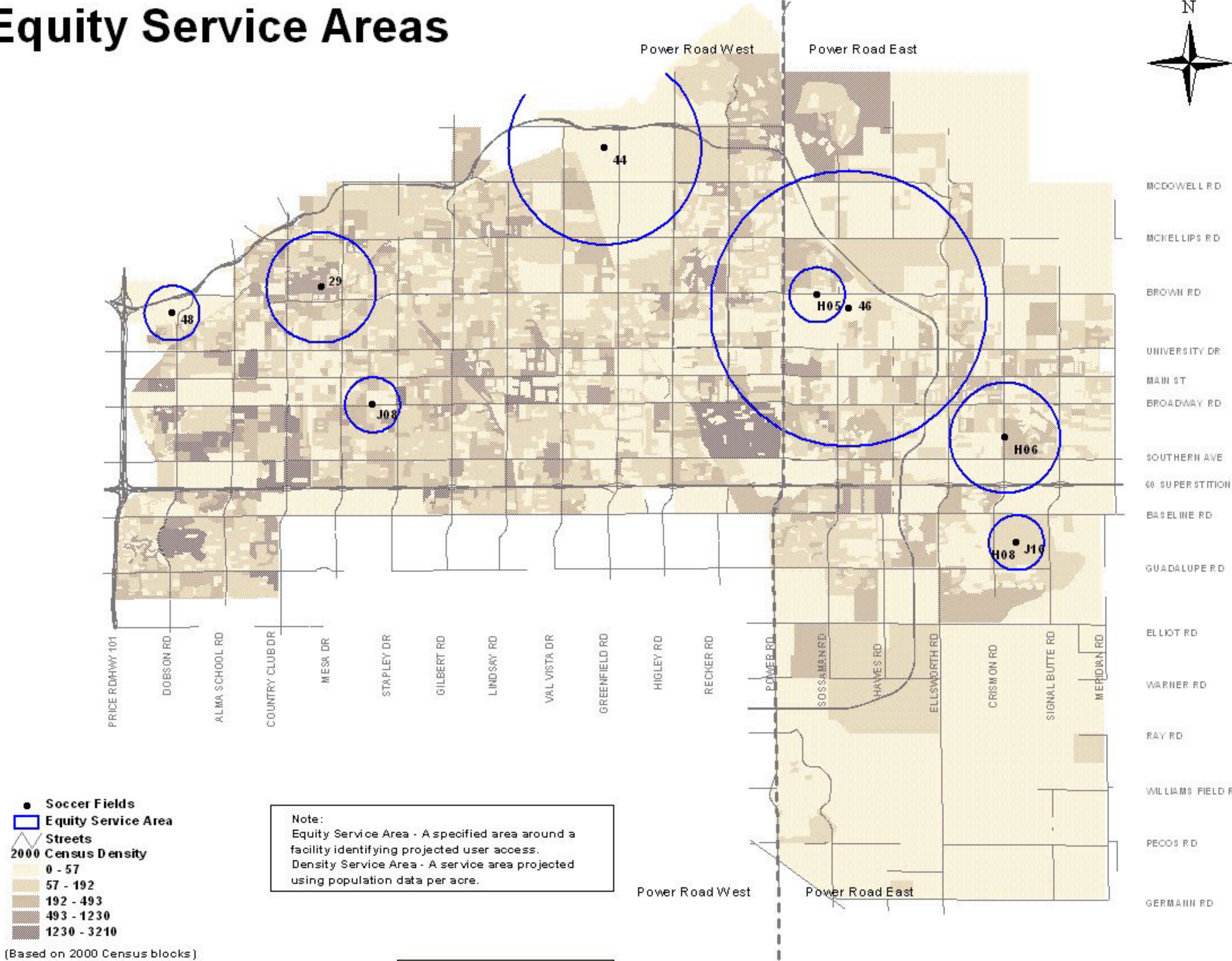
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0 2 Miles

ktv:lag park admin 08/26/02

Soccer Fields Equity Service Areas



ID #	Site Name	# Fields
29	Hohokam Park	2
44	Guall Run	4
46	Red Mountain Park	6
48	Riverdew Park	1

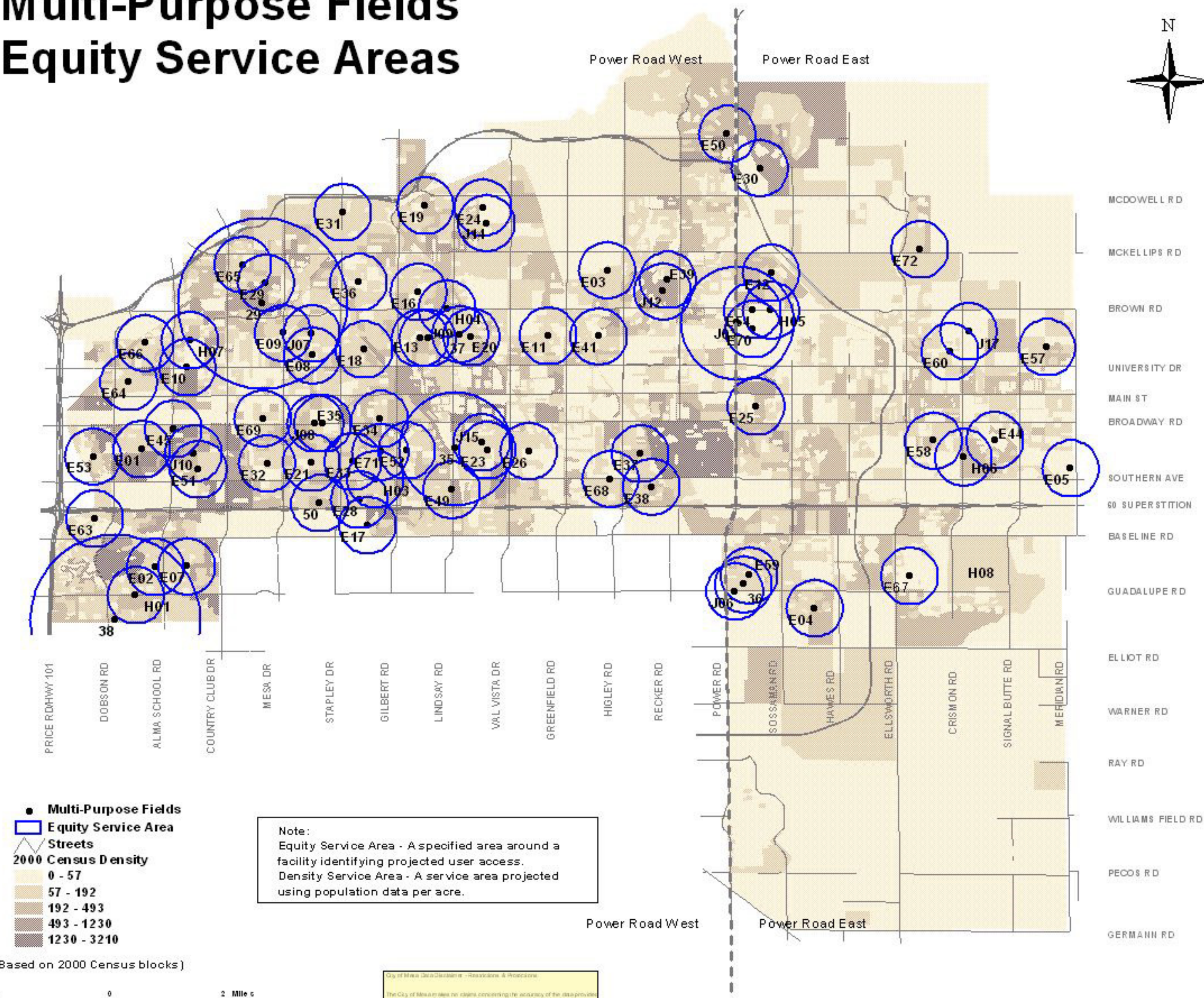
ID #	Site Name	# Fields
J08	Mesa Junior High	1
J16	Desert Ridge Junior High	1

ID #	Site Name	# Fields
H05	Red Mountain High School	1
H06	Skyline High School	2
H08	Desert Ridge High School	1
Total Soccer Fields		19

0 2 Miles

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Multi-Purpose Fields Equity Service Areas



ID #	Site Name	ID #	Site Name
E01	Adam's Elementary	J03	Remont Junior High
E02	Alma Elementary	J06	Highland Junior High
E03	Barbara Bush Elementary	J07	Kino Junior High
E04	Boulder Creek Elementary	J08	Mesa Junior High
E07	Crimson Elementary	J09	Pecten Junior High
E08	Edison Elementary	J10	Powell Junior High
E09	Eisenhower Elementary	J12	Shepherd Junior High
E10	Emerson Elementary	J14	Stapley Junior High
E11	Entz Elementary	J16	Taylor Junior High
E12	Falcon Hill Elementary	J17	Smith Junior High
E13	Feld Elementary		
E16	Hale Elementary		
E17	Harris Elementary		
E18	Hawthorne Elementary		
E19	Hermosa Vista Elementary		
E20	Highland Elementary		
E21	Holmes Elementary		
E23	Irving Elementary		
E24	Ishikawa Elementary		
E25	Jefferson Elementary		
E26	Johnson Elementary		
E28	Keller Elementary		
E29	Kerr Elementary		
E30	Las Sendas Elementary		
E31	Lehl Elementary		
E32	Lincoln Elementary		
E33	Lindbergh Elementary		
E34	Longfellow Elementary		
E35	Lowell Elementary		
E36	MacArthur Elementary		
E37	Madison Elementary		
E38	Marilyn Wilson Elementary		
E39	Mendoza Elementary		
E41	O'Connor Elementary		
E44	Patterson Elementary		
E45	Pedro Guerrero Elementary		
E49	Porter Elementary		
E50	Red Mountain Elementary		
E51	Redbird Elementary		
E52	Robison Elementary		
E53	Roosevelt Elementary		
E54	Salk Elementary		
E57	Sousa Elementary		
E58	Stevenson Elementary		
E59	Superstition Springs Elementary		
E60	Taft Elementary		
E63	Washington Elementary		
E64	Webster Elementary		
E65	Whitman Elementary		
E66	Whittier Elementary		
E67	Augusta Elementary		
E68	Franklin South Elementary		
E69	Franklin West Elementary		
E70	Franklin Elementary		
E71	Franklin NE Elementary		
E72	Zaharia Elementary		

ID #	Site Name
H01	Debon High School
H03	Mesa High School
H04	Mountain View High School
H05	Red Mountain High School
H06	Skyline High School
H07	Westwood High School
H08	Desert Ridge High School

Total Multi-purpose Fields	88
----------------------------	----

● Multi-Purpose Fields
□ Equity Service Area
— Streets
2000 Census Density
0 - 57
57 - 192
192 - 493
493 - 1230
1230 - 3210

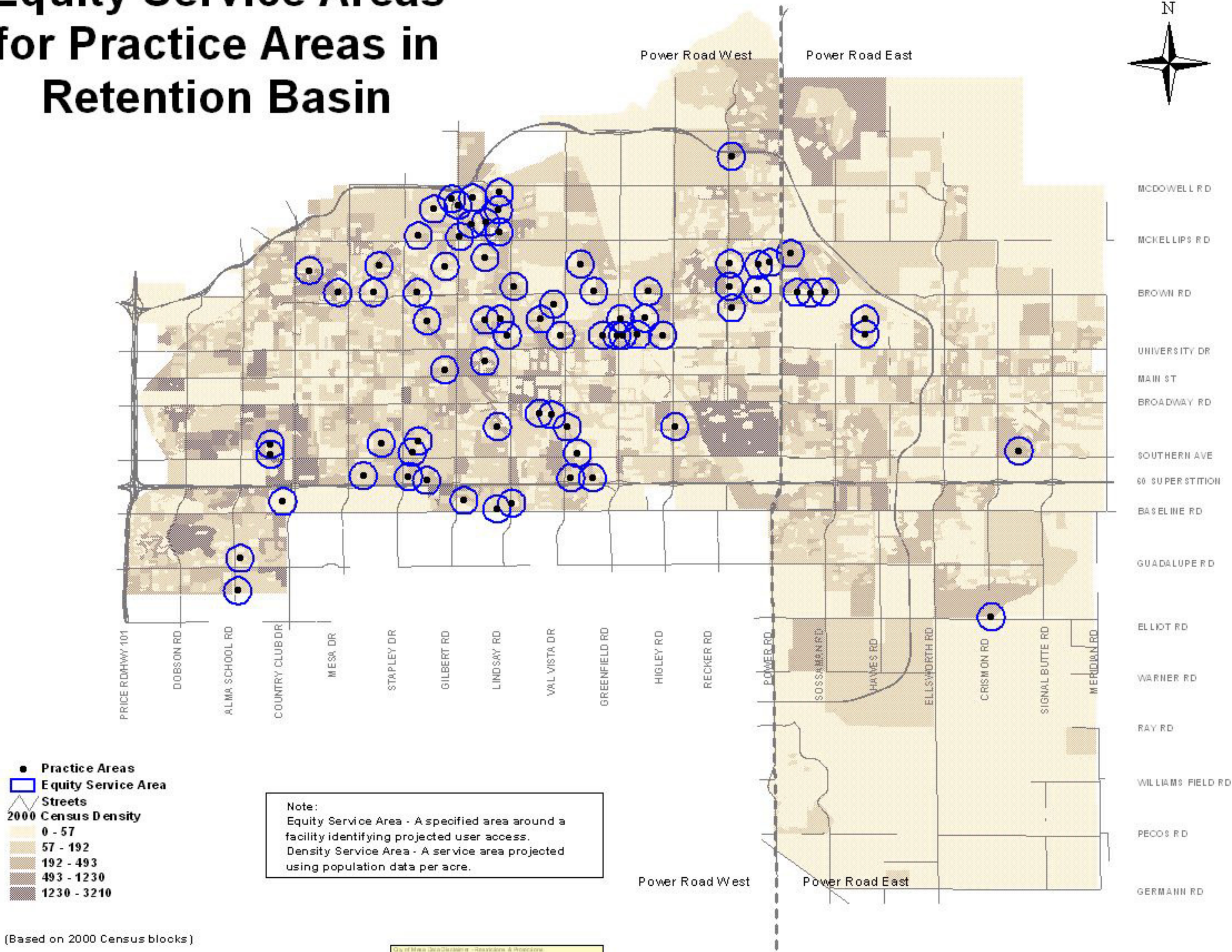
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(Based on 2000 Census blocks)



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Equity Service Areas for Practice Areas in Retention Basin



(Based on 2000 Census blocks)



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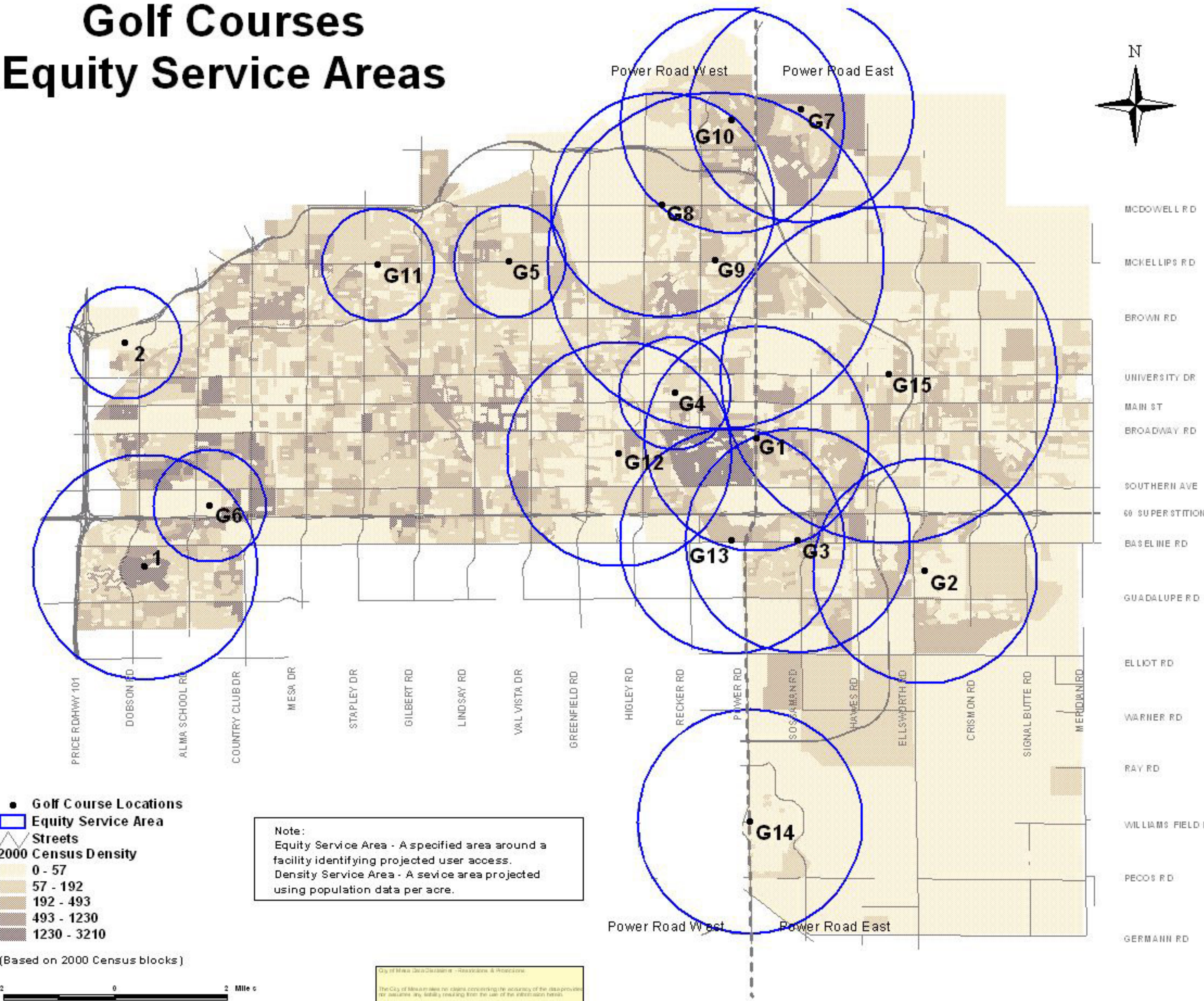
Map Title: GOLF COURSES EQUITY SERVICE AREAS (Page AA)

This map represents where public day use and semi-private golf courses are located in Mesa. The map demonstrates where there are gaps in the city for golf courses in west Mesa and southeast Mesa. The golf course circles designate 9, 18, and 27 hole courses. The 9-hole golf courses are represented by a 1-mile radius. The medium size circles represent a 2-mile radius and are 18-hole courses. The large circles represent 27-hole golf courses and serve a 3-mile radius of access.

Map Title: PROPOSED TARGET AREAS FOR GOLF COURSES (Page BB)

The proposed sites for future golf courses are courses that could be up for sale. The city could purchase them and continue to use them for golf or quality open spaces.

Golf Courses Equity Service Areas



City Operated		
Site #	Site Name	Type/Holes
1	Dobson Ranch Golf Course	Public/18
2	Riverview Golf Course	Public/9

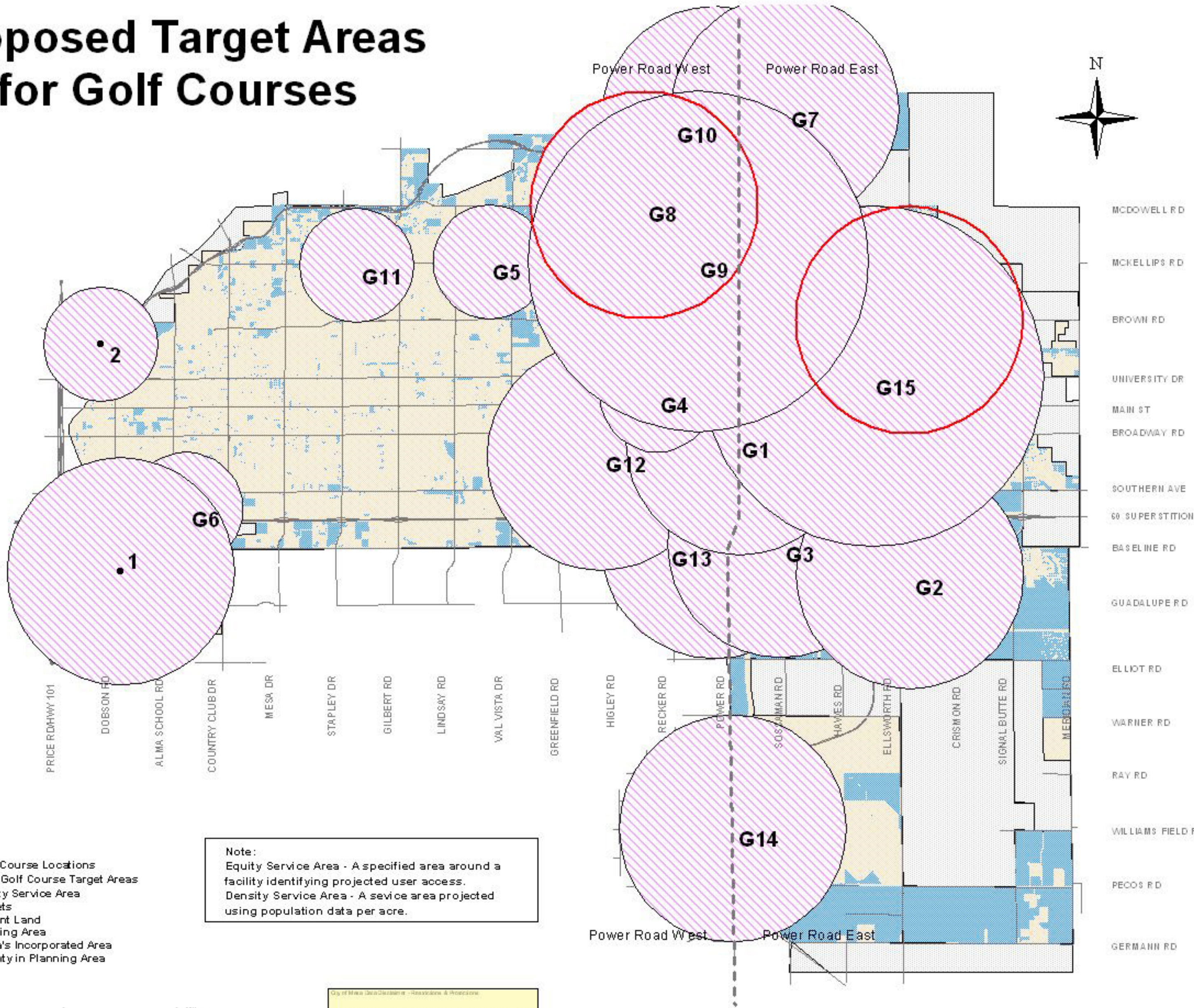
Non-City Operated		
Site #	Site Name	Type/Holes
G1	Arizona Golf Resort	Semi-Private/18
G2	Augusta Ranch Golf Course	Public/18
G3	Desert Sands Golf Course	Semi-Private/18
G4	Dreamland Villa Golf Course	Public/9
G5	Family Golf Center at Mesa	Public/9
G6	Reata Lakes Golf Course	Public/9
G7	La S Encinas Golf Club	Public/18
G8	Longbow Golf Club	Public/18
G9	Painted Mountain Golf Club	Public/27
G10	Red Mountain Ranch Country Club	Semi-Private/18
G11	Royal Palms Golf Course	Public/9
G12	Sunland Village Golf Course	Semi-Private/18
G13	Superstition Springs Golf Club	Public/18
G14	Toka Sticks Golf Course	Public/18
G15	Viewpoint RV & Golf Resort	Semi-Private/27

- Golf Course Locations
- Equity Service Area
- ▬ Streets
- 2000 Census Density
- 0 - 57
- 57 - 192
- 192 - 493
- 493 - 1230
- 1230 - 3210

Note:
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Density Service Area - A service area projected using population data per acre.

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Proposed Target Areas for Golf Courses



City Operated		
Site #	Site Name	Type/Holes
1	Dobson Ranch Golf Course	Public/18
2	Riverview Golf Course	Public/9

Non-City Operated		
Site #	Site Name	Type/Holes
G1	Arizona Golf Resort	Semi-Private/18
G2	Augusta Ranch Golf Course	Public/18
G3	Desert Sands Golf Course	Semi-Private/18
G4	Dreamland Villa Golf Course	Public/9
G5	Family Golf Center at Mesa	Public/9
G6	Reata Lakes Golf Course	Public/9
G7	La Sendas Golf Club	Public/18
G8	Longbow Golf Club	Public/18
G9	Painted Mountain Golf Club	Public/27
G10	Red Mountain Ranch Country Club	Semi-Private/18
G11	Royal Palms Golf Course	Public/9
G12	Sunland Village Golf Course	Semi-Private/18
G13	Superstition Springs Golf Club	Public/18
G14	Toka Sticks Golf Course	Public/18
G15	Viewpoint RV & Golf Resort	Semi-Private/27

2 0 2 Miles

4.0 Mission, Goals, Recommendations, and Implementation

The Mission Statement is as follows:

**Mesa Parks and Recreation Division
Mission Statement**

“It is the mission of the Mesa Parks and Recreation Division to provide a system of well-balanced, safe, accessible, and affordable parks and recreation, opportunities, facilities, programs, and services that will enhance the economic vitality of the city; that will foster community and neighborhood pride and stability; that will encourage personal growth, health, and fitness; and that will enhance the general quality of life in Mesa.”

The Mesa community benefits from parks and recreation services by improved public health, decreased sick care, enhanced community harmony, increased property values, reduced crime, and by the increased attraction for people to live, work and play in Mesa. Parks play a role in attracting businesses to Mesa and parks and recreation services help to create a positive economic market through attracting people to live in the city. The Mesa Parks and Recreation Division has worked very hard over the last 20 years to make parks and recreation services a central part of quality of life for all residents. Recreation programs have been expanded but the lack of park land and facilities is the key issue that the Division has struggled with in meeting community needs.

The growing popularity and demand for parks and recreational opportunities are in proportion to the constant growth and development of Mesa. The need for more park facilities is a common theme in Mesa. Numerous community issues regarding parks and recreation have been identified. This Strategic Master Plan will require resources and staff energy to fulfill all the goals and recommendations. However, the parks and recreation needs are not all the responsibility of the public sector. The private sector needs to acknowledge their role in providing more parks in housing areas, assist the city in developing an integrated multi-use path system, and provide recreation facilities where Mesa Parks and Recreation Division has not done so.

Implementation Plan

The framework for meeting the Mesa community's values is expressed in the twelve Key Value Statements. These strategies illustrate how the division will realize its vision and accomplish its mission. For each of these strategies, the plan provides specific recommendations for implementation.

Some of the recommendations will involve changes in policy by the City Council and Parks and Recreation Board. In order to begin implementation of the Strategic Master Plan and affect the recommended strategic actions, Mesa Parks and Recreation must be prepared to embrace some new ways of doing business. The division has been awarded many state and national honors over the years. To continue with this cutting edge approach will require some management changes and policy direction to maximize the resources they have. This approach to retooling the division to enhance efficiency and responsibility will require efforts to generate greater revenue from a variety of sources to help offset capital and operational costs.

The following pages illustrate the specific actions related to each of the twelve key value statements described in the Key Value Statements Matrix. The planning team developed these actions as specific implementation measures that will help the city realize the citizens' vision. The division needs to evaluate progress on this list of actions on a semi-annual or annual basis. This is a dynamic list of actions that should be examined and re-evaluated at least every two years. Adding and deleting actions as appropriate to respond to changing priorities and conditions through the division will adjust action strategies. It will be critical that the division retain the twelve key value statements as a constant goal and framework toward which all actions relate.

The recommendations outlined seek to accomplish:

- Make greater efforts to purchase park land for meeting acreage goals identified in the plan and to be more aggressive in purchasing land ahead of development in east Mesa.
- Maintain older parks in west Mesa up to the same level as new parks in the city so they will always support keeping property values high and meet livability standards Mesa residents have come to enjoy.
- Develop new parks and recreation facilities where needs exist now to meet equity of access and the recreation demands caused by growth of population in Mesa.
- Improve efforts to maximize the use of urban paths to connect the community together in a safe environment.
- Determine ways to stimulate funding and resource growth of the parks and recreation system with projected new community development through creative partnerships with developers.
- Design parks by considering neighborhood demographics and diversity needs so broader recreation experiences are met. This will include establishing design principles for each park based on what the park needs to do for the community.
- Evaluate all costs associated with operating and maintaining parks and recreation services to enhance efficiency and effectiveness based on standards of care.
- Develop new partnership strategies to achieve a higher level of equity of investment between each partner.
- Increase the level of marketing and communication with the community to enhance their understanding and awareness of what the division provides them in services and facilities.
- Develop a program strategy to identify and begin to bridge the gaps that exist in service delivery of recreation programs.
- Develop new funding strategies to help offset operational costs associated with the delivery of programs and services.
- Implement performance measures division wide to demonstrate the value of the investment the city is making in parks and recreation services.
- Enhance program services for people with disabilities.
- Develop a matrix approach to the organization's decision-making process and enhance teamwork in the division. A matrix approach focuses on more staff teams being established to move the implementation of the recommendations along at a higher sense of urgency than comes from a top-down administrative approach.
- Establish consistent land acquisition funding sources.
- Establish a consistent funding and sponsor/donor solicitation strategy and earned income development policy to approach the elimination of competition between city agencies for other community resources.
- Develop a technology plan for the division in collaboration with the Information Services Division.

Key Value Statement: Establish Parks and Recreation Standards**Goal 1:** *Our goal is to demonstrate consistent quality service across the city through effective management standards.*

Strategy Recommendation	Action	Action Champion	Target Start Date
1.1 Develop operating standards relating to maintenance, facilities, and programs.	<ul style="list-style-type: none"> a. Standards will be developed in three prime categories: <ul style="list-style-type: none"> 1) Parks and retention basins 2) Recreation facilities 3) Programs Each standard will incorporate varying levels of service. b. Benchmark parks and retention basins, recreation facilities, and programs to determine existing level. c. Determine appropriate standard levels for each. d. Train staff on parks and retention basin, recreation facilities and program standards. e. Develop a tracking system for meeting established standards. f. Evaluate status every five years to ensure compliance (20% annually). g. Develop a communication process that informs staff and key decision makers on the standard outcome efforts achieved. 	Executive Management Team	Nov. 2002

Key Value Statement: Develop Equitable Access to Parks

Goal 2: *Our goal is to develop equitable access to parks and open space for all citizens now and in the future.*

Strategy Recommendation	Action	Action Champion	Target Start Date
2.1 Acquire and develop parks according to approved parks and open space guidelines.	<ul style="list-style-type: none">a. Seek the Parks and Recreation Board and City Council approval of new parks and facility guidelines.b. Develop and implement strategies that allow for equal access to parks and recreation amenities based on population density.c. Develop non-typical acquisition guidelines that include redevelopment, easements, and/or land swap options in underserved areas lacking open space, in addition to more typical acquisition guidelines such as fee simple purchases.d. Acquire and develop additional community park sites.	Community Services Manager	Oct. 2002

2.2 Establish new design criteria to maximize the use of retention basins as neighborhood parks.	<ul style="list-style-type: none"> a. Evaluate the impact that expanded use of retention basins will have on surrounding neighborhoods. b. Establish new design standards for accessing the retention basins. c. Expand the use of selected retention basins to encourage more than spontaneous sports activities. d. Create model prototypes to encourage neighborhood support for recreation use. 	Community Services Manager	June 2002
2.3 Develop a balanced approach to design that allows for passive self-directed use as well as active use of parks.	<ul style="list-style-type: none"> a. Develop an open space preservation plan for sensitive areas. b. Build more passive aesthetic value into park designs. c. Acquire properties for multi-use paths that link the city parks together or connect people to their neighborhood safely. d. Require developers to dedicate property in their development to connect to multi-use paths to complete the network. e. Track the economic value of multi-use paths to property value sales. f. Re-establish wildlife habitat areas in passive areas. g. Seek opportunities to preserve the citrus orchards for open space. 	Community Services Manager	June 2003
2.4 Acquire and develop a regional park near the Williams Gateway Airport area in conjunction with the GM Proving Grounds.	<ul style="list-style-type: none"> a. Work with the Conservation Trust and Trust for Public Lands to help acquire the property while the city develops funding. b. Partner with other public agencies to secure more sports field opportunities. 	Community Services Manager	June 2003
2.5 Develop a technical scoring system for land purchases and park improvements.	<ul style="list-style-type: none"> a. Evaluate existing city Capital Improvement Project scoring system. b. Integrate city system into 	Division Management Support Administrator	Aug. 2003

	expanded parks scoring system.		
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Key Value Statement: Maintain Parks to the Highest Quality

Goal 3: *Our goal is to maintain the highest quality neighborhood and community parks based on equitable distribution and design to meet the service area needs.*

Strategy Recommendation	Action	Action Champion	Target Start Date
3.1 Review and provide input on development plans submitted to the City Planning Division.	<ul style="list-style-type: none"> a. Educate and seek city management and Council support of the new parks and open space guidelines. b. Develop new baseline design standards that will be accepted and shared with developers. c. Establish a workshop for the City Council and developers in the city on new guidelines for park design standards. Provide a landscape standards manual that will be updated. 	Executive Management Team	Dec. 2002
3.2 Design and redesign community parks to allow for “themeing” and creativity to meet resident’s expectations.	<ul style="list-style-type: none"> a. Review the demographics of the respective service areas to establish recreational needs. b. Develop effective policies and procedures to teach users how parks are used to ensure a quality experience. c. Incorporate amenities in new and established parks to meet the expressed needs of residents. d. Update existing equipment for users to ensure a safe and quality experience. e. Create opportunities to link existing parks to multi-use paths. f. All existing parks will be audited every five years to ensure they are maintained at a level equal to or greater than surrounding properties. g. Develop new design standards where appropriate that allow park amenities to be themed and create color schemes and signage to depict the area. h. Develop design standards 	Division Management Support Administrator	Jul. 2003

Strategy Recommendation	Action	Action Champion	Target Start Date
	that include a variety of color schemes and uniform signage.		
3.3 Evaluate park-funding strategies to enhance development and operations.	<ul style="list-style-type: none"> a. Gain management support to reallocate resources. b. Work with City Planning Division to create incentives to increase developer investment to enhance parks and open space. c. Develop partnerships with businesses adjacent to or near parks. d. Develop an efficient water/irrigation management policy for the parks. 	Executive Management Team	July 2003
3.4 Seek to acquire additional land to meet the equity requirements of parks and multi-use paths.	<ul style="list-style-type: none"> a. Determine underserved areas throughout the city. b. Determine available land that can be redeveloped in underserved areas for park use. c. Seek an option to hold the property until the money is funded to purchase. d. Establish consistent funding sources for purchasing land. e. Establish a priority schedule for identified properties and develop a land trust to help purchase the property. 	Division Management Support Administrator	July 2003
3.5 Evaluate all costs associated with operating and maintaining parks to enhance efficiency and effectiveness.	<ul style="list-style-type: none"> a. Complete an activity- based costing model for each park to determine direct and indirect cost based on maintenance standards. b. Identify costs for bringing on new parks and open spaces and fund according to established standards. c. Evaluate retention basin maintenance costs and develop appropriate strategy to fund. d. Acquire right-of-way access to connect multi-use paths to neighborhood parks, 	Executive Management Team	Aug. 2002

Strategy Recommendation	Action	Action Champion	Target Start Date
	<p>community parks, and special facilities.</p> <p>e. Create incentives and guidelines for developers to provide easements through their property for multi-use path connections.</p> <p>f. Continue negotiations with Salt River Project and Roosevelt Water Conservation District on multi-use path easements for connecting parks.</p> <p>g. Work with the local school districts to create school parks where service gaps exist.</p> <p>h. Develop and implement city design and maintenance standards on all joint projects where city dollars are invested.</p>		

Key Value Statement: Develop and Maintain Recreation Facilities

Goal 4: *Our goal is to develop and maintain recreation facilities to meet resident and visitor needs with high quality design and maintenance standards that create community pride and economic vitality, while serving all user skill levels and demographic interests.*

Strategy Recommendation	Action	Action Champion	Target Start Date
4.1 Develop indoor facilities to meet population/facility guidelines.	<ul style="list-style-type: none"> a. Determine square footage amounts the city is lacking based on the established standards. b. Continue to develop capital and funding options for all recreation facilities. c. Evaluate the possibility of converting vacant commercial/public space into recreation. d. Design new facilities to accommodate programs serving multiple ages, demographics, and interests. e. Establish appropriate user fees to help offset operational costs. f. Strengthen existing and future partnerships to ensure an equitable commitment of resources. g. Track the economic impact and value of the partnership's facility use. 	Executive Management Team	June 2003
4.2 Establish facility maintenance standards and strategies to fund these standards.	<ul style="list-style-type: none"> a. Track all established maintenance standards relating to pools, facilities, court, gyms, and sports fields to ensure customer needs are met. b. Ensure all users feel safe and secure in recreation facilities by incorporating appropriate lighting levels. c. Develop funding strategies to implement facility standards. 	Executive Management Team	June 2003
4.3 Reach an equitable and consistent city/school use agreement.	<ul style="list-style-type: none"> a. Develop a joint use-planning model to maximize recreation needs in city and school district facilities including a pricing strategy. b. Establish criteria for 	Executive Management Team	June 2002

Strategy Recommendation	Action	Action Champion	Target Start Date
	managing city-owned facilities based on a hierarchy of users.		
4.4 Implement market plans for all recreation facilities to increase use, revenue, and economic impact.	<ul style="list-style-type: none"> a. Create a plan to educate the community on the benefits, amenities, and programs for each site. b. Update image for each site to include color schemes, amenities, and signage. c. Review and update pricing policy. 	Department Marketing Coordinator	Nov. 2002
4.5 Develop high quality golf experiences.	<ul style="list-style-type: none"> a. Acquire and/or develop golf facilities in east Mesa. b. Develop golf learning centers. c. Develop strategies to maximize lifelong users. 	Executive Management Team	Nov. 2002
4.6 Implement new facility guidelines related to sports fields and courts.	<ul style="list-style-type: none"> a. Provide sports lighting on parks and school sites to maximize use. b. Redesign selected retention basins to help support the need for additional facilities. 	Executive Management Team	May 2004

Strategy Recommendation	Action	Action Champion	Target Start Date
4.7 Evaluate all available indoor and outdoor space in underserved areas of the community to meet recreation needs.	<ul style="list-style-type: none">a. Complete a facility needs assessment study and obtain city management approval of leasing concept.b. Establish a funding strategy to lease facilities for recreation purposes.c. Prioritize the space and develop a business plan for the site.	Executive Management Team	July 2004
4.8 Develop a strategy for closing facilities and replacing with new facilities in areas where demographic changes take place.	<ul style="list-style-type: none">a. Evaluate the cost of operations, demographics, use, and interests of specific facilities.b. Determine if facilities are meeting the need of the majority of service area users.c. Develop an education process for staff and users on changes needed.d. Implement changes.	Executive Management Team	Aug. 2003

Key Value Statement: Establish Lifetime Users

Goal 5: *Our goal is to provide recreation services that promote health and wellness for all citizens to create a lifetime user, support lifelong learning, and establish a sense of place.*

Strategy Recommendation	Action	Action Champion	Target Start Date
5.1 Identify and establish the market position for all core recreation services.	<ul style="list-style-type: none"> a. Identify core services. b. Develop a strategy in delivering core recreation services in underserved areas. c. Formalize and establish a level of tax subsidy for each core service. d. Track age segment strategies for all core services. e. Develop consistent operation standards with performance measures for each core service. 	Executive Management Team	Sept. 2002
5.2 Create consistent baseline program services.	<ul style="list-style-type: none"> a. Train staff on standards and implementation of performance measures to track outcomes. b. Develop value-added opportunity for the community to buy up from baseline services as desired. 	Executive Management Team	Sept. 2003
5.3 Evaluate current partnerships based on equity, common values, and vision.	<ul style="list-style-type: none"> a. Classify partnerships according to public/public, public/not-for-profit, public/private, and internal partners. b. Develop a strategy to move partnerships closer toward a 50/50 equity level where possible with written working agreements. c. Develop a partnership strategy and market strategy for all partnerships to maximize resources. d. Establish performance measures for all partnership agreements. 	Executive Management Team	Aug. 2002
5.4 Evaluate recreation revenue funding strategies to reduce subsidy.	<ul style="list-style-type: none"> a. Identify and analyze existing recreation funding strategies. b. Analyze and evaluate potential funding strategies. 	Executive Management Team	Dec. 2003

Strategy Recommendation	Action	Action Champion	Target Start Date
	<ul style="list-style-type: none"> c. Prioritize funding strategies and train staff on funding strategies implementation. d. Educate elected officials and key policy makers on the impact of each funding strategy. 		
5.5 Develop a transportation plan for recreation services.	<ul style="list-style-type: none"> a. Work jointly with City Transportation Division to develop a plan to support transportation needs of youth. b. Train youth how to ride the bus line system and encourage volunteers to work with youth. c. Establish recreation bus routes. d. Establish bike routes to access programs and facilities. e. Expand an off-road multi-use path through the Rio Salado and the canals that support use by walkers, cyclists, rollerbladers, runners, and equestrian users. 	Executive Management Team	June 2004

Strategy Recommendation	Action	Action Champion	Target Start Date
5.6 Support lifetime users by tracking age segments throughout the life of the program.	<ul style="list-style-type: none"> a. Evaluate the age segments from the 2000 Census and develop an overlay map for each planning area in the city. b. Evaluate the programs provided to determine the ages that are excluded from program services and develop new or expanded programs to meet their needs. c. Evaluate existing core programs to observe where disconnects occur and develop new strategies to keep users engaged in the existing programs. 	Executive Management Team	Sept. 2002
5.7 Recruit volunteers to support program services.	<ul style="list-style-type: none"> a. Develop an updated volunteer manual to be coordinated with citywide efforts. b. Develop job descriptions with performance measures. c. Create a volunteer training program. d. Expand a volunteer recognition program. e. Develop a volunteer support group to work with staff. 	Executive Management Team	Sept. 2002
5.8 Establish consistent standards and performance measures to meet customer expectations in concert with citywide strategies.	<ul style="list-style-type: none"> a. Update existing job descriptions to reflect accountabilities with responsibilities. b. Continue to provide adequate staff training to ensure customer satisfaction levels are met. c. Develop focus groups of existing users to gain their input into program standards. d. Establish a tracking system that ensures customer service levels are met. 	Executive Management Team	June 2003
5.9 Develop a marketing strategy that supports cross-promotion of services.	<ul style="list-style-type: none"> a. Create cross promotion materials. b. Provide incentives for staff 	Executive Management Team	Sept. 2002

Strategy Recommendation	Action	Action Champion	Target Start Date
	<div>to promote other programs in the system and track customer response.</div> <div>c. All evaluations should include cross promotion alternatives.</div>		

5.10	Enhance program services for people with disabilities.	<ul style="list-style-type: none">a. Work with the Mayor's Council on Disability to provide service.b. Expand minimum requirements for ADA improvements in parks and recreation facilities.c. Develop a program strategy for inclusion in programs.d. Partner with art service providers to create programs for people with disabilities in performing arts, fine arts, and special art services.	Executive Management Team	Sept. 2004
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Key Value Statement: Enhance Management Systems

Goal 6: *Our goal is to create an efficient organization that is performance based, focused on sharing resources, providing quality customer service, building teamwork, and managing systems to the highest level of competency and accountability.*

Strategy Recommendation	Action	Action Champion	Target Start Date
6.1 Establish flow charts for all systems.	<ul style="list-style-type: none"> a. Review existing processes and then develop new flow charts for the desired process. b. Establish standards and timelines for each flow chart. c. Expand staff training on the changing processes. d. Track performance of each flow chart for compliance. 	Executive Management Team	Jan. 2003
6.2 Establish appropriate performance measures.	<ul style="list-style-type: none"> a. Establish and train staff on writing performance measures. b. Expand staff training on tracking performance measures. c. Communicate results of improved performance. 	Executive Management Team	July 2003
6.3 Develop a matrix approach to the organization's decision-making process.	<ul style="list-style-type: none"> a. Identify where decision making matrixes can occur between sections. b. Train staff on a matrix approach and how to communicate their work efforts. c. Reduce layers in the organization through effective matrixes. d. Redistribute workloads to lower levels in the organization including performance measures. e. Tie staff evaluations to performance measures and outcomes. 		
6.4 Implement systems that enhance communication and teamwork.	<ul style="list-style-type: none"> a. Evaluate and prioritize existing communication systems. b. Refine supervisory roles in the organization. c. Train staff on effective communications related to teamwork, sharing resources, customer service, efficiency management, outcome 	Executive Management Team	July 2003

Strategy Recommendation	Action	Action Champion	Target Start Date
	management, and system management. d. Evaluate outcomes using established survey methods and adjust system as appropriate.		

Key Value Statement: Develop resources for fiscal stability

Goal 7: *Our goal is to develop aggressive and sustainable funding source strategies that support 30% of the division's operational budgets over the next five years, that result in increased users and community investment in city programs, services, and facilities to create pride and ownership.*

Strategy Recommendation	Action	Action Champion	Target Start Date
7.1 Establish consistent land acquisition funding sources.	<ul style="list-style-type: none"> a. Seek bond issues every four years for park acquisition and facility development to support the next twenty-five years of parks and recreation facility needs. b. Update the current impact fee to support the true cost to acquire, develop, and operate parks. c. Develop a real estate transfer fee for land acquisition and renovation of existing parks. 	Community Services Manager	Jan. 2003
7.2 Develop a funding and solicitation strategy.	<ul style="list-style-type: none"> a. Research community organizations and businesses in relation to funding probability. Develop a coordinated approach and potential "giving plan" within the city solicitation policy. b. Train staff involved in solicitation how to write proposals, use proper etiquette, and ensure ethical practices are followed within developed procedure. c. Develop capital campaigns to seek user support and investment in future facilities. d. Assign a staff team to oversee and coordinate annual earned income efforts. e. Establish levels of sponsorship criteria based on a Title Sponsorship, Presenting Sponsorship, Associate Sponsorship, and Product Sponsorship in select program facility areas. f. Develop a reporting process that informs 	Executive Management Team	Jan. 2004

Strategy Recommendation	Action	Action Champion	Target Start Date
	management of earned-income outcomes on a regular basis.		
7.3 Develop a consistent pricing policy.	<ul style="list-style-type: none"> a. Establish an activity-based costing model to track direct and indirect costs of programs. b. Establish a pricing policy and incorporate levels of tax subsidy for each program area. c. Train staff how to communicate to the users and elected officials how true costs are established for services. 	Executive Management Team	June 2003
7.4 Maximize the use of available grants.	<ul style="list-style-type: none"> a. Meet with the city staff and establish an approach to enhance access to available grants. b. Develop a grants solicitation strategy and seek management's approval. c. Prioritize grants to be submitted on an annual basis. d. Train staff how to write grants. e. Develop a communication process for grant status implementation and reporting. 	Executive Management Team	June 2003
7.5 Develop a land trust to assist the city in acquiring open space for future parks.	<ul style="list-style-type: none"> a. Establish the role and responsibility of a land trust and identify potential partners. b. Gain City Council approval to establish. c. Seek landowners, developers, conservationists, and others to serve on land trust. d. Establish by-laws and incorporate as a 501-C-3. e. Develop an annual open space forum for landowners, developers, and trust officers to solicit the support and understanding of the city 	Community Services Manager	Apr. 2004

Strategy Recommendation	Action	Action Champion	Target Start Date
	park acquisition goals.		

Key Value Statement: Increase Use of Information Technology to Improve Communication

Goal 8: *Our goal is to be a leader in the use of information technology to improve communication and efficiency between the city, staff, customers, and citizens.*

Strategy Recommendation	Action	Action Champion	Target Start Date
8.1 Develop and implement a technology plan for the division in collaboration with the city Information Services Division.	<ul style="list-style-type: none">a. Maintain a presence in the E-Mesa program and other citywide technology teams to articulate and integrate the parks and recreation needs.b. Establish a technology plan for each service system to improve efficiency. These include: utilities, GIS, ball field lighting control, staff and facility scheduling, golf tee times, maintenance management, fleet management, park signage, Internet/Intranet communication, and performance budgeting.c. Evaluate outsourcing the Tech Services needed for parks and recreation.	Division Management Support Administrator	July 2003

Strategy Recommendation	Action	Action Champion	Target Start Date
8.2 Develop an interactive website.	<ul style="list-style-type: none">a. Seek staff input into the information components needed to create an interactive website.b. Explore funding to enhance management and marketing of the website.c. Investigate feasibility of a technology fee.	Division Management Support Administrator	July 2003
8.3 Promote the expansion and use of hardware and software systems in collaboration with Information Services Division.	<ul style="list-style-type: none">a. Establish minimum standards for technology resources and accessibility provided to staff.b. Establish a priority plan for implementing computer hardware and software systems.c. Incorporate a staff training and competency program to maximize the use of computers and software to meet the efficiency goals established.	Division Management Support Administrator	Jan. 2004

Key Value Statement: Enhance Partnerships

Goal 9: *Our goal is to develop a unified approach and policy on partnering with public agencies, not-for-profit agencies, and private businesses in the delivery of services citywide.*

Strategy Recommendation	Action	Action Champion	Target Start Date
9.1 Develop management policies on partnering with public, not-for-profit, and private agencies.	<ul style="list-style-type: none"> a. Evaluate the current equity levels on existing partnerships for each type of partner. b. Establish working agreements with measurable outcomes for all partners. c. Strive for a 50/50 equity investment approach with each partner. d. Establish a true activity-based costing approach to measure the level of equity each partner is putting into the partnership and price the value of the partnership. e. Re-establish a vision of future goals for each partnership with measurable outcomes that will be tracked annually with 20% of the partnership in place. f. Formalize these partnerships through agreements and/or contract arrangements g. Report the value of each Level One partnership biannually to the Parks and Recreation Board. 	Executive Management Team	July 2002
9.2 Seek new sponsorships and partnerships to enhance service delivery to the community.	<ul style="list-style-type: none"> a. Focus on five levels of sponsorships for programs, facilities, and events. b. Train staff on strategies to increase sponsorships. c. Create a sponsorship kick-off event to help local sponsors see the value of investing in citywide events, programs, and facilities. 	Executive Management Team	Jan. 2003

Key Value Statement: Increase Marketing and Communications

Goal 10: *Our goal is to educate the community on the benefits of parks and recreation services and seek citizen feedback to continually improve services.*

Strategy Recommendation	Action	Action Champion	Target Start Date
10.1 Update the program guide, <i>Time Out</i> , to meet the needs of the community and staff and improve communication with the community on the availability of program services.	<ul style="list-style-type: none"> a. Implement brochure format and content changes as developed by staff, with public input. b. Evaluate methods to extend distribution to every household in the city 	Department Marketing Coordinator	Jan. 2003
10.2 Develop a marketing approach to parks and recreation services	<ul style="list-style-type: none"> a. Collaborate with citywide marketing efforts in the City Manager's office and Neighborhood Services. b. Develop long-range staffing/funding based on a marketing approach. c. Outline roles and accountabilities for marketing staff, including oversight and implementation of all marketing functions that apply to parks and recreation. 	Department Marketing Coordinator	Jan. 2003
10.3 Establish a Division Marketing Plan to improve internal and external services.	<ul style="list-style-type: none"> a. Develop a market strategy to increase market share of core services. b. Establish a market strategy for non-core services. c. Establish an age segment approach to recreation service. d. Establish program lifecycles. e. Establish a communication plan, both internal and external, for the division. f. Establish an image plan for the division. g. Establish a capacity guideline for facilities. h. Establish target marketing plans for recreation facilities. i. Formalize a customer service plan for each facility and program area in the division. j. Establish an advertising and promotion strategy for the plan with effective timelines. k. Establish a directional signage program for park facility destinations. l. Formalize and expand customer feedback process that focuses on 	Department Marketing Coordinator	June 2003

Strategy Recommendation	Action	Action Champion	Target Start Date
	<p>qualitative and quantitative information.</p> <p>m. Update division standards in communication in brochures, television cable, websites, internet, and registration services.</p> <p>n. Establish a continuous improvement process for all service systems in collaboration with the citywide Quality Counts program.</p> <p>o. Establish performance measures for each market plan component.</p>		
10.4 Educate voters on initiatives that support parks and recreation needs, programs, and facilities.	<p>a. Evaluate the approach of other cities in the valley towards voter education regarding parks and recreation issues that require voter approval.</p> <p>b. Support adoption of a more proactive approach on voter education issues.</p> <p>c. Train staff on the proper format for educating the community on the issues.</p> <p>d. Develop and encourage leadership efforts of parks and recreation support groups.</p>	Parks and Recreation Director	Dec. 2003

Key Value Statement: Increase Open Spaces and Recreational Opportunities

Goal 11: *Our goal is to create a balanced, accessible, and integrated system of open spaces and recreational opportunities to serve the current and future residents of and visitors to the City of Mesa.*

Strategy Recommendation	Action	Action Champion	Target Start Date
11.1 Provide a meaningful network of natural and developed open spaces.	<ul style="list-style-type: none"> a. Identify lands for potential acquisition to preserve open space for recreational, aesthetic, and preservation uses. b. Coordinate with the Arizona State Land Department for the designation, disposition, and acquisition of state trust lands classified as open space within the three designated Mesa planning areas. c. Strive to acquire open space acreage. d. Encourage the use of innovative methods of property acquisition, including special purpose easements, purchase or transfer of development rights, and tax incentives for private landowners. e. Work with developers during the master planning stage and the plan review process to set aside key open space corridors or linkages through dedications, conservation easements, or open space designations. Include the Parks and Recreation Board in the review process to meet the acquisition standards desired. f. Participate in the planning and zoning process, with staff from the Parks and Recreation division representing the need for parks and recreation facilities in the proposed developments. g. Investigate the possibility of cooperative agreements between the city and private landowners to provide limited public access for recreational purposes on lands designated as open space within private developments. 	Parks & Recreation Director	Jan. 2003
11.2 Manage and preserve open space to optimize its use and protection.	<ul style="list-style-type: none"> a. Develop and implement a Mountain Preserve program at Usery Park Recreational Area that addresses the use and 	Parks & Recreation Director	July 2004

Strategy Recommendation	Action	Action Champion	Target Start Date
	<p>management of dedicated, leased, or publicly accessed mountainous and hillside areas.</p> <ul style="list-style-type: none"> b. Continue to create a plan for securing use licensing and maintaining a dedicated multi-use path system with SRP assistance. c. Develop a land stewardship program that will protect open space and natural habitats in the city. d. Stipulate that open space, required as a component of Planned Area Developments, should be protected by covenants, conditions, and restrictions, or by agreement with the city or other public entity. This includes providing access to existing multi-use paths. e. Encourage the preservation of significant natural areas such as the Salt River corridor to enhance their recreation attraction and aesthetic value. f. Limit development in the areas that may pose natural or man-made environmental hazards such as steep slopes and flood plains. g. Identify natural features in deserts and mountain areas, such as slopes, peaks, ridges, rock outcroppings, stands of vegetation, and washes, to be protected as part of land trusts and conservation easements, and incorporated into developments as design features or by other means of preservation. h. Encourage preservation in areas with significant environmental features, landforms, and plant communities. i. Endeavor to create ordinances as needed to achieve parks and recreation goals and objectives. 		
11.3 Maintain the natural aesthetic qualities of the areas that offer unique settings or are visually prominent.	<ul style="list-style-type: none"> a. Encourage open space areas to align with and include prominent and natural features to ensure unobstructed view corridors and vistas. b. Encourage Maricopa County to limit development on Usery 	Division Management Support Administrator	Sept. 2003

Strategy Recommendation	Action	Action Champion	Target Start Date
	Mountain and encourage the City of Mesa to limit development of Spook Hill so that the natural attributes remain undisturbed when viewed from adjacent lower elevations.		
11.4 Enhance recreational opportunities through multi-use open space resources.	a. Encourage the development of innovative specialty parks to provide new recreation opportunities. An example of this includes linear pedestrian/bicycle/open space systems in the floodways and utility corridors throughout the city.	Division Management Support Administrator	Sept. 2002
11.5 Promote an interconnected open space network that responds to local and regional needs	a. Provide a citywide network of bikeways and multi-use paths that meet the needs of city residents through implementation of the Mesa Parks and Recreation Master Plan.	Division Management Support Administrators	Sept. 2002
11.6 Coordinate open space plans, related improvements, and implementation strategies with neighboring jurisdictions, stakeholders, and user groups.	a. Coordinate the provision of river multi-use path linkages with Maricopa County, the flood control district of Maricopa County, the town of Gilbert, and the cities of Chandler, Tempe, and Scottsdale. b. Work with Maricopa County and other appropriate agencies and stakeholders to identify and preserve or protect environmentally sensitive areas and open spaces within new annexation areas of the city.	Division Management Support Administrator	Sept. 2003
11.7 Monitor, evaluate, and benchmark open space plans and implementation programs to ensure effective performance.	a. Establish a regular monitoring and evaluation program to measure and assess the implementation of parks, recreation, and open space policies, plans, and programs, and revise accordingly with the outcome of the evaluation.	Division Management Support Administrator	Sept. 2003

Key Value Statement: Increase Recreation Programs

Goal 12: *Our goal is to develop parks system and recreation programs that are equitably distributed, accessible, meet user needs, and offer a diversity of both learning and physical activities.*

Strategy Recommendation	Action	Action Champion	Target Start Date
12.1 Increase the supply of park land within the city to provide proximate access for residents and visitors.	a. Strive to achieve the park level of service (LOS) standards outlined in the Parks and Recreation Master Plan.	Parks & Recreation Director	Jan. 2003
12.2 Continually evaluate all equipment and facilities to ensure their maximum usefulness to the city.	a. Utilize the City Parks, Recreation, and Open Space Impact Fee to help maintain adequate levels of service to accommodate new development within each Park Development Zone as applicable. b. Partner with Maricopa County Parks Department to buffer adjacent land uses, protect and provide access, and protect the lands within the Usery Park Recreation area.	Executive Management Team	Jan. 2003
12.3 Continually monitor the recreation program activity types, locations, and frequency in serving the needs of city residents.	a. Conduct a random, statistically significant recreation survey to validate parks and recreation needs of Mesa residents every two years. b. Communicate and execute partnerships with the Mesa Unified School District, Gilbert Unified School District, and other school providers to utilize their facilities for city sponsored programs and events.	Executive Management Team	July 2003
12.4 Strive to establish pedestrian connections between open spaces and parks.	a. Through the Parks and Recreation Master Plan, integrate drainage and utility easements into the circulation plan.	Division Management Support Administrator	Sept. 2002
12.5 Provide convenient, functional, well-maintained and operated public recreation facilities which meet the comprehensive needs of all age groups and the unique requirements of neighborhood and	a. Maintain a high priority for the acquisition of new park sites to maintain the city's quality of life. Use a negotiated acquisition process based on fairness for both the landowner and the community.	Executive Management Team	Sept. 2002

Strategy Recommendation	Action	Action Champion	Target Start Date
communities.			
12.6 Require that useable open space and recreational facilities be an integral part of all residential planned area developments.	<ul style="list-style-type: none"> a. Encourage park designs that promote integration with surrounding demographics and land uses, provide pedestrian connections to adjacent neighborhoods, and contribute to the neighborhood's character and identity. b. Cooperate with the local school districts to provide neighborhood parks in conjunction with elementary schools and community parks in conjunction with junior high and high schools. c. Use parks and recreational facilities, including golf courses, as buffers between land uses in addition to using them for recreation purposes. d. Work cooperatively with private developers to plan and develop parks and recreational facilities. 	Executive Management Team	Sept. 2002
12.7 Establish a linked system of bicycle facilities and multi-use paths traversing the city.	<ul style="list-style-type: none"> a. Provide pedestrian, bicycle, equestrian, and recreational activities to serve residential and non-residential areas that effectively utilize canals, public utility easements, and freeway corridors. b. Provide a safe and efficient system of bicycle routes, bicycle lanes, bicycle facilities, and scenic roads that link the parks to each other and to the community regional open space network. 	Division Management Support Administrator	Jan. 2003
12.8 Reinforce the city's desire to be the East Valley leader in providing recreational facilities and services.	<ul style="list-style-type: none"> a. Encourage continual growth of neighborhood and regional recreation centers and sports complexes throughout the city. b. Cooperate with the local school districts to provide facilities for recreational programs that are distributed throughout the city. c. Continue partnership with school in the development, operation, and maintenance of joint use recreation facilities 	Executive Management Team	Sept. 2003

5.0 Capital Improvements

5.1 Introduction

The Mesa Parks and Recreation Strategic Master Plan is based upon a review of the entire community, an analysis of the existing parks system, the identification of user needs, the development of customized recreation standards, and an adherence to stated land acquisition goals and recommendations. The plan is intended to be 'action-oriented' – designed to provide a framework from which the city can enhance its parks and recreation system.



Instrumental to implementation of the Strategic Master Plan is the identification of adequate funding, at a time when balancing municipal budgets throughout the state has becoming increasingly difficult. Even though funding options are limited at this stage, it does not appear to reflect the high value Mesa citizens place on parks and recreation facilities and services.

Implementing the Strategic Master Plan will result in meeting the future needs for parks and recreation services, as well as preserving some open space in Mesa.

The city will need to continue to establish annual budgets for the division based on projected capital improvement costs, staffing needs, and operations and maintenance costs, and establish a significant funding level to achieve the community's vision for parks, recreation facilities, and program services. The city has a long history of sales tax supported bond issues for parks. This needs to continue in light of the loss of the last bond issue. Better communication efforts are needed to inform citizens of what they will get for their vote for parks and facilities.

The action implementation plan is formatted into four-year bonding periods for the next twenty-five years.

5.2 Capital Improvement Program

The capital improvement program for the acquisition, development, and renovation of parks for the planning period was prepared with input from city staff and the planning committee team. All the proposal costs are shown in 2002 dollar values. The capital costs include funds for land acquisition, site preparation and amenities, site utilities, access, and parking, along with renovation of existing parks and recreation facilities. The capital improvement plan also includes estimated planning and design fees.

The capital improvement program is summarized into components on the following pages.

CAPITAL IMPROVEMENTS

Capital Improvements

Land Acquisition program	\$167,000,000
New Park & Multi-Use Path Development program – 29 miles Parks - \$169,420,000 Multi-Use Paths - \$14,500,000	\$183,920,000
Special Use Recreation Facilities Development program	204,072,000
Renovation / Maintenance program Pools - \$7,750,000 Parks – \$85,000,000	\$92,750,000
Total = \$647,742,000	

The total figure equates to spending approximately \$22,052,652 annually through the year 2025.

Land Acquisition Costs at \$100,000 per acre (See Guideline Chart on page 31)

Year	Breakdown	Total Acres / Dollars
2002 – 2006	Neighborhood 70 acres / Community 80 acres / Metro 210 acres / Special Facilities 30 acres	390 acres
2007 - 2010	Neighborhood 70 acres / Community 120 acres / Metro 100 acres / Special Facilities 45 acres	335 acres
2011 - 2014	Neighborhood 60 acres / Community 80 acres / Metro 50 acres / Special Facilities 35 acres	225 acres
2014 - 2025	Neighborhood 70 acres / Community 120 acres / Metro 130 acres / Regional 350 acres / Special Facilities 50 acres	720 acres
		Total = \$167,000,000

New Park Development

Cost per new park at 2002 construction prices:

Neighborhood park	\$900,000
Community park	\$2,900,000
Metro park	\$4,732,000

New Parks	2006	2010	2014	2025
Neighborhood Parks – 39	10 = \$9,000,000	10 = \$9,000,000	9 = \$8,100,000	10 = \$9,000,000
Community Parks – 30	6 = \$17,400,000	9 = \$26,100,000	6 = \$17,400,000	9 = \$26,100,000
Metro Parks - 10	4 = \$18,928,000	2 = \$9,464,000	1 = \$4,732,000	3 = \$14,196,000
Subtotals	\$45,328,000	\$44,564,000	\$30,232,000	\$49,296,000
Total = \$169,420,000				

Multi-use Path System – 29 miles at \$500,000 per mile = **\$14,500,000**

The total figure equates to spending approximately \$630,435 annually through the year 2025.

CAPITAL IMPROVEMENTS

SPECIAL USE RECREATION FACILITIES DEVELOPMENT

New Recreation Centers at \$200 per square foot

2006	2010	2014	2025
40,000 sq. ft = \$8,000,000	105,000 sq. ft. = \$21,000,000	115,000 sq. ft = \$23,000,000	120,000 sq. ft = \$24,000,000
Total = \$76,000,000			

New Lighted Tennis Courts at \$80,000 per court

2006	2010	2014	2025
8 courts = \$640,000	8 courts = \$640,000	6 courts = \$480,000	8 courts = \$640,000
Total = \$2,400,000			

New Swimming Pools at \$3,500,000 per outdoor pool

2006	2010	2014	2025
1 pool = \$3,500,000	1 pool = \$3,500,000	1 pool = \$3,500,000	3 pools = 10,500,000
Total = \$21,000,000			

New Golf Courses 18 hole, at \$10,000,000 per course (land not included)

2006	2010	2014	2025
1 course = \$10,000,000	1 course = \$10,000,000	1 course = \$10,000,000	2 course = \$20,000,000
Total = \$50,000,000			

Sports fields (City/School)

Cost per field:

Baseball/softball – 60'	\$380,000
Baseball – 85'/90'	\$480,000
Soccer	\$250,000
Multi-purpose	\$200,000
Recreation practice	\$32,000

Field Type	2006	2010	2014	2025
Baseball/Softball	14 = \$5,320,000	12 = \$4,560,000	12 = \$4,560,000	14 = \$5,320,000
Baseball	8 = \$3,840,000	6 = \$2,880,000	6 = \$2,880,000	12 = \$5,760,000
Soccer	10 = \$2,500,000	10 = \$2,500,000	8 = 2,000,000	12 = 3,000,000
Multipurpose	10 =	10 =	10 =	12 =

CAPITAL IMPROVEMENTS

	\$2,000,000	\$2,000,000	\$2,000,000	\$2,400,000
Recreation Practice	9 = \$288,000	8 = \$256,000	8 = \$256,000	11 = \$352,000
Subtotal	\$13,948,000	\$12,196,000	\$11,696,000	\$16,832,000
				Total = \$54,672,000

RENOVATION / MAINTENANCE PROGRAM

Recreation Pools upgrades – Carson Pool, Rhodes Pool, Kino Pool, Taylor Pool, Powell Pool
Estimated average improvement = \$750,000

Subtotal = \$3,750,000

8 other pools will be updated over the course of 23 years

Estimated average upgrade = \$500,000

Subtotal = \$4,000,000

Total = \$7,750,000

Existing Park Improvements over 23 year period.

<i>Neighborhood Parks – 27 total, 2 upgrades</i> Improvements include: picnic facilities, playground upgrades, tree replacement, parking areas, irrigation, tennis courts	Cost = \$27,000,000 at \$500,000 per park per renovation
<i>Community Parks – 25 total, 2 upgrades</i> Improvements include: parking areas, restrooms, picnic areas, playgrounds, irrigation, sports fields, lighting, tennis courts, security, activity areas	Cost = \$50,000,000 at 1,000,000 per park per upgrade
<i>Regional Parks – 2 total, 2 upgrades</i>	Cost = \$8,000,000
Total = \$85,000,000	

The total figure equates to spending approximately \$3,695,652 annually through the year 2025.

6.0 Funding Strategy and Implementation

The single most significant challenge in meeting public recreational demands is funding. Significant financial investment is necessary for physical development and resources for ongoing park management, including programming, operation and maintenance, and public safety assistance. Implementing the recommended policies and action strategies hinges on the ability to secure funding from multiple sources and responding with effective management of the parks and recreation facilities and programs. Several potential funding mechanisms are outlined in the body of the Strategic Master Plan for the city to utilize. The major impediment to the implementation of this Strategic Master Plan is the lack of adequate dedicated funding sources for either capital facilities or ongoing park management. Currently, a significant funding deficiency exists. The following strategies could be pursued by the city to meet the growing population needs.

The total capital improvements and land cost outlined in this Strategic Master Plan is \$647,742,000. This will meet the existing service level for land and recreation facilities. This will require a series of successful bond issues over the life of the Plan to meet these goals. The community needs to act now because the costs for these services and land continue to grow as the population grows and the community density levels rise.

Obviously, no one funding source can reasonably be expected to generate the level of funding required to implement the Strategic Master Plan. It is recommended that a Parks Strategic Master Plan funding committee be formed, made up of representatives from both the public and private sectors, to develop a realistic funding plan for the City Council and staff to achieve the goals and vision the residents have for parks and recreation services in the city of Mesa.

Mesa parks have been inventoried as to present condition and lifecycle component renovation/replacement based on a 30-year lifespan, except for playgrounds. The majority (30+) of parks within the Mesa system are in "excellent condition." The older parks and recreation facilities in Mesa will continue to need more dollars to keep these facilities balanced against growth needs in Mesa.

6.1 Operations and Maintenance Costs

Currently there is a need for additional operations and maintenance dollars to support the existing infrastructure needs of the system and to continue to provide the level of service that Mesa residents expect. Ideally, the users of Mesa parks, recreation facilities, and program services should support a larger portion of the operations and maintenance costs, especially those services that are consumptive in nature, where the user receives a higher benefit than the general taxpayer.

If the City of Mesa invests in the level of capital required to meet the community vision for parks, recreation facilities, and program services, operational dollars will need to follow in order to maintain the facilities at their highest productivity level. Operational costs in 2002 dollars average \$6,500 an acre to maintain parks, \$17 to \$20 per square foot to maintain indoor recreation facilities, \$2,120 per acre for utility costs, and administrative costs to manage park services, including planning and design, average \$2,800 per acre.

Throughout the United States, many cities have turned to creative ways to develop earned income to help offset operational and capital costs. Mesa has the ability to implement some of these revenue development options should they choose to do so. The following section outlines those opportunities.

6.2 Other Funding Sources

Other funding sources for earned income opportunities to help cover capital and infrastructure replacement costs are as follows. Many of these are used by the city of Mesa but more could be added or enhanced.

Corporate Sponsorships

This revenue-funding source allows corporations to invest in the development or enhancement of new or existing facilities in park systems. Sponsorships are also highly recommended for programs and events.

Partnerships

Partnerships are joint development funding sources or operational funding sources between two separate agencies, such as two government entities, a non-profit and a city division, or a private business and a city agency. Two partners jointly develop revenue producing parks and recreation facilities and share risk, operational costs, responsibilities, and asset management based on the strengths and weaknesses of each partner.

Dedication/Development Fees

These fees are assessed for the development of residential and/or commercial properties with the proceeds to be used for parks and recreation purposes, such as open space acquisition, community park site development, neighborhood parks development, regional parks development, etc.

Foundation/Gifts

These dollars are raised from tax-exempt, non-profit organizations established with private donations in promotion of specific causes, activities, or issues. They offer a variety of means to fund capital projects, including capital campaigns, gifts catalogs, fundraisers, endowments, sales of items, etc.

Recreation Service Fees

This is a dedicated user fee, which can be established by a local ordinance or other government procedures for the purpose of constructing and maintaining recreation facilities. The fee can apply to all organized activities, which require a reservation of some type, or other purposes as defined by the local government. Examples of such activities include adult basketball, volleyball, and softball leagues, youth baseball, soccer, and softball leagues, and special interest classes. The fee allows participants an opportunity to contribute toward the upkeep of the facilities being used.

Intermodal Transportation and Efficiency Act

This funding program, commonly called TEA-21 Grants was authorized by the Federal Government in 1991. Funds are distributed through the state. There are several million dollars in enhancement revenues available for transportation related projects, including bicycle and pedestrian multi-use paths, rail depot rehabilitation, landscaping, and beautification projects.

Land and Water Conservation Fund

These funds are awarded for acquisition and development of parks, recreation and supporting facilities through the National Park Service and State Park System.

General Obligation Bonds

Bonded indebtedness issued with the approval of the electorate for capital improvements and general public improvements.

Hotel, Motel and Restaurant Tax

Tax based on gross receipts from charges and meals services, which may be used to build and operate sports fields, regional parks, golf courses, tennis courts, and other special parks and recreation facilities.

Grants

A variety of special grants either currently exist through the Federal and State governmental systems or will be established through the life of current and proposed facilities.

Special Improvement District/Benefit District

Taxing districts established to provide funds for certain types of improvements that benefit a specific group of affected properties. Improvements may include landscaping, the erection of fountains, and

acquisition of art, and supplemental services for improvement and promotion, including recreation and cultural enhancements.

Interlocal Agreements

Contractual relationships entered into between two or more local units of government and/or between a local unit of government and a non-profit organization for the joint usage/development of sports fields, regional parks, or other facilities.

Revenue Bonds

Bonds used for capital projects that will generate revenue for debt service where fees can be set aside to support repayment of the bond.

Private Concessionaires

Contract with a private business to provide and operate desirable recreational activities financed, constructed, and operated by the private sector with additional compensation paid to the city.

Bond Referendum

The plan recommends massive capital needs, renovation and new facilities, to meet the needs and demands of residents of the city. The plan recommends that a referendum be sought in 2002, 2004, and 2008. These bonds would be general obligation bonds initiated through City Council approval and citizen vote.

Fees/Charges

The plan has documented that the division is far undervalued and must position its fees and charges to be market-driven and based on both public and private facilities. The potential outcome of revenue generation is consistent with national trends relating to public parks and recreation agencies, which generate an average 35% to 50% of operating expenditures.

Cost Avoidance

The division must take a position of not being everything for everyone. It must be driven by the market and stay with the division's core businesses. By shifting its role as direct provider, the city will experience savings by deciding whether or not to provide that facility or program. This is a cost avoidance. The estimated savings listed could be realized through partnering, outsourcing, or deferring to another provider in the provision of a service and/or facility.

Real Estate Transfer Fees

As cities expand, the need for infrastructure improvements continues to grow. Since parks add value to neighborhoods and communities, some cities and counties have turned to real estate transfer fees to help pay for needed renovations. Usually transfer fees amount to ¼ to ½% on the total sale of the property.

Land Trust

Many counties have developed land trusts to help secure and fund the cost for acquiring land that needs to be preserved and protected for greenway purposes. This could be a good source to look to for acquisition of future lands.

Establish a Greenway Utility

Greenway utilities are used to finance acquisition of greenways and development of the greenways by selling the development rights underground for the fiber optic types of businesses.

Naming Rights

Many cities and counties have turned to selling the naming rights for new buildings or renovation of existing buildings and parks for the development cost associated with the improvement. This opportunity exists in the city.

Rental Car Tax

This tax is designated for land acquisition purposes. Some cities and counties have used a percentage of rental car taxes to support land acquisition or improvements in parks.

Establish a Designated License Plate for Parks

This funding mechanism can be used to finance improvements or programs in the County or city through a designated license plate.

Cell Towers

Cell towers attached to existing light poles in game field complexes is another source of revenue the city does seek in helping support the system.

Private Developers

These developers lease space from city-owned land through a subordinate lease that pays out a set dollar amount plus a percentage of gross dollars for recreation enhancements. These could include a golf course, marina, restaurants, driving ranges, sports complexes, equestrian facilities, and recreation centers and ice arenas.

Benefit Assessment Act of 1982

(Government Code section 54703 et seq.)

This statute provides a uniform procedure for the enactment of benefit assessments to finance the maintenance and operation costs of drainage, flood control, and street light services and the cost of installation and improvement of drainage or flood control facilities. Under legislation approved in 1989 (SB 975, Chapter 1449), this authority is expanded to include the maintenance of streets, roads, and highways. As with most other assessment acts, cities, counties, and special districts that are otherwise authorized to provide such services may use it.

Facilities Benefit Assessment

The FBA ordinance establishes areas of benefit to be assessed for needed improvements in newly developing areas. Each parcel within an area of benefit is apportioned its share of the total assessment for all improvements (including those required for later development phases) which is then recorded on the assessment roll. Assessments are liens on private property as with the state assessment acts. Upon application for a building permit the owner of the parcel must pay the entire assessment (the payment is pro rated if only a portion of the parcel is being developed at one time). Payment releases the city's lien on the property. The funds that are collected are placed in separate accounts to be used for the needed improvements and do not exceed the actual cost of the improvements plus incidental administrative costs.

Licensing Rights

This revenue source allows the division and city to license its name on all resale items that private or public vendors use when they sell clothing or other items. The normal licensing fee is 6 to 10% of the cost of the resale item.

Sales Tax

The revenue source is very popular for funding parks and recreation agencies either partially or fully. The normal sales tax rate is 1 cent for operations and one-half cent for capital. This tax is very popular in high traffic tourism cities and with counties and state parks.

Food and Beverage Tax

The tax is usually associated with convention and tourism bureaus. However, since parks and recreation agencies manage many of the tourism attractions, they receive a portion of this funding source for operational or capital expenses.

Capital Improvement Fees

These fees are on top of the set user rate for accessing facilities such as golf, recreation centers and pools to support capital improvements that benefit the user of the facility.

Merchandising Sales

This revenue source comes from the public or private sector on resale items from gift shops and pro shops for either all of the sales or a set gross percentage.

Concession Management

Concession management is from retail sales or rentals of soft goods, hard goods, or consumable items. The city either contracts for the service or receives a set of the gross percentage or the full revenue dollars that incorporate a profit after expenses.

Friends Associations

These groups are formed to raise money typically for a single focus purpose that could include a park facility or program that will better the community as a whole and their special interest.

Advertising Sales

This revenue source is for the sale of tasteful and appropriate advertising on parks and recreation related items such as in the city's program guide, on scoreboards, dasher boards and other visible products or services that are consumable or permanent that expose the product or service to many people.

Easements

This revenue source is available when the city allows utility companies, businesses or individuals to develop some type of an improvement above ground or below ground on their property for a set period of time for a set dollar amount to be received by the city on an annual basis.

Irrevocable Remainder Trusts

These trusts are set up with individuals who typically have more than a million dollars in wealth. They will leave a portion of their wealth to the city in a trust fund that allows the fund to grow over a period of time and then is available for the city to use a portion of the interest to support specific parks and recreation facilities or programs that are designated by the trustee.

Life Estates

This source of money is available when someone wants to leave their property to the city in exchange for them to live on their property until their death. The city usually can use a portion of the property for park purposes and then all of it after the person's death. This revenue source is very popular for individuals who have a lot of wealth and their estate will be highly taxed at their death and their children have to sell of their property because of probate costs. This allows the person to receive a good tax deduction yearly on their property while leaving a life estate. It is good for the city because they do not have to pay for the land.

Permits (Special Use Permits)

These special permits allow individuals to use specific park property for financial gain. The city either receives a set amount of money or a percentage of the gross service that is being provided.

Reservations

This revenue source comes from the right to reserve specific public property for a set amount of time. The reservation rates are usually set and apply to group picnic shelters, meeting rooms for weddings, reunions and outings, or other types of facilities for a special activity.

Catering Permits and Services

This is a license to allow caterers to work in the park system on a permit basis with a set fee or a percentage of food sales returning to the city. Also many cities have their own catering service and receive a percentage of dollars off the sale of their food.

Volunteerism

The revenue source is an indirect revenue source in that persons donate time to assist the division in providing a product or service on an hourly basis. This reduces the city's cost in providing the service plus it builds advocacy into the system.

Wheel Tax on Cars/Vehicles

Many cities have a city sticker tax on vehicles based on the type of vehicle. This allows for park agencies to receive a portion of this money to cover the costs of roads, hard surface paths and parking lots associated with parks.

Parking Fee

This fee applies to parking at selected destination facilities such as beach parking areas, major stadiums and other attractions to help offset capital and operational cost.

Equipment Rental

This revenue source is available on the rental of equipment such as tables, chairs, tents, stages, bicycles, roller blades, boogie boards, etc. that are used for recreation purposes.

Entertainment Tax

This tax is on ticket sales for major entertainment events such as concerts, golf tournaments, and car races to help pay for traffic control and sports stars who come into the city based on the earnings they receive from their winnings. This tax also applies to video game machines.

Ticket Sales/Admissions

This revenue source assessed on facilities for self-directed activities such as pools, ice skating rinks, ballparks and entertainment activities. These user fees help offset operational costs.

Special Fundraisers

Many parks and recreation agencies have special fundraisers on an annual basis to help cover specific programs and capital projects.

Utility Roundup Programs

Some parks and recreation agencies have worked with their local utilities on a round up program whereby a consumer can pay the difference between their bill up to the even dollar amount. The division receives the difference. Ideally, these monies are used to support utility improvements such as sports lighting, irrigation costs and HVAC costs.



Summary of Funding Sources

The funding sources that seem to be most logical for Mesa to institute over the course of the next ten years are as follows:

- Market rate pricing of recreation services
- Corporate sponsorships
- Full partnership development on public/public, public/private, and public/not-for-profit
- Enhanced developer impact fees
- Establishment of a parks foundation
- Continued use of recreation service time
- Seek TEA-21 grants for multi-use paths
- Land and Water Conservation Fund
- Hotel, motel, and restaurant sales taxes for recreation facilities that create tourism opportunities
- Grants
- Special improvement district for regional parks or destination facilities
- Private concession areas
- Sales tax bond referendum
- Real estate transfer fee
- Allow naming rights for destination facilities
- Sales taxes to finance a portion of operational costs
- Capital improvement fees to enhance existing recreational facilities, like golf courses
- Friends Associations
- Irrevocable remainder trusts
- Catering permits and services
- Enhanced volunteerism

6.3 Organizational Readiness Introduction and Process

The consulting team conducted staff focus groups and team meetings on each aspect and business of the Mesa Parks and Recreation Division. The purpose was to evaluate current business practices of the division to determine “organizational readiness” or ability to implement the Strategic Master Plan recommendations and meet the community’s vision for parks and recreation in Mesa.

The environmental scan involved evaluating key sections of the division and included: administrative practices, policy and procedures, pricing of services, marketing of services, key system analysis such as management information systems, staff evaluations, performance measures, activity based costing, land acquisition methods, district management, and earned income development.

The division operates in three different management districts. This organizational structure allows for very independent management to occur in each district even though the management team tries to be consistent in approach. Currently, the districts have not incorporated consistent maintenance standards for facilities, parks, and program services and tasks in the division. Consistent performance measures and evaluation tools should be established to hold staff at all levels responsible and accountable. This will include the Strategic Master Plan timelines.

It will be important for the division to establish a designated staff person to oversee the Strategic Master Plan recommendations and to track the agreed upon performance measures and timelines and to work with various work teams to accomplish what is required for the plan to be successful. This will demonstrate to city leadership that the Plan is being followed and recommendations are being implemented.

The designated person to oversee the Strategic Master Plan implementation must be tied into all aspects of the Plan and should be able to verbally explain each component in detail to keep the Plan in focus and energize the community, staff, and key leaders to the value of effective planning.

FUNDING STRATEGY AND IMPLEMENTATION

Systems management must be refined and changed to support the goals of simplifying operations, reducing bureaucracy, and allowing for more decision making to be completed at lower levels in the organization. Ideally decision flowcharts should be created and used as a procedural guideline and as an ongoing tracking tool for staff to learn and refine organizational systems. Currently, the division has selected flowcharts for systems management. This flowchart process is the beginning of activity based costing and standards management.

Employee evaluations should be tied to the Strategic Master Plan key value statements. This will ensure all employees recognize they have a significant role in the implementation of the Strategic Master Plan and the ties with the citywide process.

The District Administrators who oversee each District must incorporate mini-business plans for each core recreation service and recreation facility. This will allow staff to manage their services based on measurable outcomes that are standards based and that relate to customer needs, quality service, and meeting performance budget goals. Staffing and performance measures should be incorporated into the business plans. Performance measures should be set by staff with management approval and tracked on a weekly, monthly, and/or quarterly basis. Additional staff training is needed in entrepreneurial management, including marketing and pricing of services correctly. Staff has not been trained on activity based costing of services and tasks including direct and indirect costs and the level of subsidy received.

District Administrators have begun actively seeking partnerships to assist the city in providing services. Currently the city has some partnerships in place that are not developed on an equitable basis. What this means is the city is putting more into the partnership than would be required if a policy were established. Then when the city does create a new partnership, the goal would be to make it as equitable as possible. A partnership planning approach is needed that establishes clear policies on public/public partnerships, public/private partnerships, and public/not-for-profit partnerships. Currently, the city administration is developing policies on sponsorship solicitation for the city as a whole, which is good but more is needed regarding how partnerships are designed and managed for the future. Staff should be trained on how to negotiate partnership agreements. All partnerships should incorporate written performance measures to hold each partner accountable to what they said they would do, and they should be evaluated quarterly by staff and at least once every two years with the Parks and Recreation Board.

Recreation programs are presently designed around a very traditional model. More efforts are needed to create programs targeted to specific age segments. Program areas should be created based on the distinction between core programs and non-core programs. Core programs are typically offered year round, consume a larger portion of the recreation budget, have dedicated staff assigned to the program area, have specific facilities assigned to the program, and have a long tradition of being provided in the city. Non-core programs are programs that could be developed in partnership with other service providers and are not seen by the citizens as programs that the city needs to provide. Currently, the staff does not know how much of the market they control in the core programs they provide. Program design of core services and non-core services needs to allow for more contract instructors. Classes should be designed on various levels at four, six, and eight week levels. Higher levels of pricing need to be encouraged by the city, especially on programs where the user receives substantially more benefit than the taxpayer receives. Transportation continues to be a problem for some residents to access programs and facilities outside of their neighborhood parks. This can be resolved by incorporating a partnership with the city's transportation provider in the future to provide designated routes to special recreation facilities.

Park maintenance with each management district is contracted out for the most part. The contracted maintenance tasks standards are excellent. Ideally the only real issues faced by the maintenance areas of each district are managing infrastructure and tracking inventory and lifecycle management of all amenities in the parks. Currently, older parks amenities are in need of upgrading, and as the plans are developed for renovation it will be important that the city establish a set of principles for what each park

needs to do for the neighborhood and evaluate whether the needs are met, and if not, design to meet those principles.

Each district maintenance section needs to establish measurable outcomes that can be tied to efficiency, internal and external customer satisfaction levels, and a business plan work plan to be followed based on the recommendations that come from the Strategic Master Plan. Park maintenance costs should be tracked along with program cost to allow cost measurement per experience for recreation users. This will help in partnering negotiations

A predictable source of capital funds for land acquisition and infrastructure is needed. Currently, the level of capital dollars available cannot keep up with maintaining existing infrastructure costs or land acquisition costs. The current impact fee associated with development is undervalued based on current land costs.

The opportunity exists for development of a multi-use path system of approximately 29 miles throughout the city. The division is not prepared to maintain a multi-use path system. A pathway maintenance program will need to be developed and funded. Most park multi-use path systems cost approximately \$14,000 to \$16,000 a mile to maintain a year.

Indoor recreation space is a problem that the city needs to address as part of the meeting the needs of residents in the city. Currently, the city partners with the Mesa School District and the Gilbert School District on use of school facilities for youth sports, after-school programs, and summer camps. Although these school agreements help in meeting the needs of residents for indoor facilities, there is more demand. The city has developed a multi-generational center that helps support indoor recreation space but more needs to be done. Currently the city has access to 117,988 of square feet for indoor space but is short approximately 300,000 square feet based on a national average of 1 square foot per population served. This is a major issue that needs to be addressed as part of the Strategic Master Plan.

6.4 Policies and Procedures

The Parks and Recreation Division has certain policies and procedures that should be evaluated to meet the goals of the Strategic Master Plan. The policies that need to be evaluated are the land acquisition policy and funding process, the pricing and fee policy, the impact fee policy, the partnership policy, the retention basin policy of design and use, and the funding and solicitation Policy. Evaluating alternative approaches to these policies will help the organization achieve the outcomes that are desired by the public for the future. The division needs to position itself to incorporate these policy changes as soon as possible to help move the organization forward.

6.5 Land Acquisition Policy and Funding Process

The policies that are most critical and are recommended for immediate action are as follows:

- Update the developer impact fee policy to accurately support open space acquisition and development of neighborhood parks. The impact fee formula undervalues what it costs to buy and develop a neighborhood park. All developer plans should include an opportunity for the Division Parks and Recreation Board and staff to review the plans and approve them before they are submitted for final review and approval.
- The current land acquisition policy is very restrictive and makes it difficult for the Parks Division to meet the open space goals established by the city's Comprehensive Plan and past Park Master Plans. Ideally the land acquisition goals should follow a set of criteria that matches the community's value system regarding the types of parks that are desired. Over the last 15 years the city land acquisition for parks accounted for 269 acres. The population during that time grew over 200,000 people, which equates to 1.2 acres of park land per 1,000 residents. Currently the city holds approximately 6 acres per 1,000 residents. The Comprehensive Plan developed for the

city in 1985 called for 10 acres per 1,000 residents. The current scoring system used by the city for land acquisition incorporates the following:

- Distance to like facilities: this is a good criteria for keeping balance in equity of access in the city.
- Demand from residents: Ideally, balancing the types of parks needed, i.e. neighborhood, community, metro, and regional, would help establish priority and demand instead of neighborhoods requesting parks.
- Availability of land: Establishing a priority of where land is available will always favor underdeveloped areas versus areas with high density and where open space is needed. The key will always be to stay in front of development and consistently use other methods to help acquire land outside of city resources to maximize the balance of park inventory.
- Socioeconomic status of neighborhood: this is a good criteria to establish priority only if it isn't at the expense of areas totally underserved by parks.
- Age of neighborhood residents: this criteria should be a low priority based on the balance that people desire today in active and passive spaces. Ideally if parks are designed to meet the demographics of the neighborhood this criteria will mean very little as a priority.
- Location of schools: this is a good criteria for neighborhood parks and neighborhood school parks to balance community space.
- Adequate transportation access: this criteria is appropriate if the city is looking to purchase land that will include destination facilities to serve a large population of citizens and to encourage higher use since transportation access is available.
- Land master planned as park by developer: this should not be a consideration for the city purchasing land as the developer will typically not provide the appropriate type of space that the city most desires but will develop space that will sell their properties --it is usually in smaller parcels that line up as mini-parks or neighborhood parks.

In addition the city should consider other criteria for prioritizing land purchases, such as determining whether the land could be swapped for a piece of property in another part of town that the city owns but is not developable. This could work for both public agencies and private developers. Another criteria is to consider the value of the vegetation on the property and the value of natural resources and animal habitat. The last criteria is to evaluate whether the land helps solve a service gap.

A real-estate transfer fee policy should be explored in developed areas of the city to help support the infrastructure needs.

An urban pathways utility policy to sell the development rights below the ground to support operations and development costs for the urban pathways system is needed.

A consistent policy for open space funding needs to be incorporated by the city to ensure that land acquisition is keeping up with the growth of the community.

6.6 Administration Policies

The administration policies that need to be updated include the following:

- A pricing policy needs to be updated and incorporated into the management of parks, recreation facilities, and programs that support operational costs. The current practice is to update fees for users on an annual basis. This is a good practice to encourage users to invest in themselves based on the level of benefit they receive over and above the general taxpayer of the city. The key policy issue is to evaluate what type of philosophy the division should adopt regarding fixed core services, program baseline standards, tiered levels of services, revenue producing programs, and facilities and partnerships, and be accepted by City Council.

FUNDING STRATEGY AND IMPLEMENTATION

- Development and implementation of an earned income policy for solicitation of funds needs to occur so there is consistency in the approach for accessing outside operational and capital dollars across the city.
- A volunteer management plan is needed to support and develop the use of volunteerism in providing services to the public.
- A partnership policy needs to be developed on how the division will approach public/public partnerships, public/not-for-profit partnerships, and public/private partnerships in the future.
- A customer feedback policy is needed for seeking input from users on a consistent basis through effective use of pre and post-evaluations, focus groups, user surveys, and trailer calls.

Facility Guidelines Table A													
Projected Needs to 2025 for Additional Acreage for New Facilities													
Facility Category	Existing Inventory		Total	Acreage Goal/Population		2006 Acres Needed/Population		2010 Acres Needed/Population		2014 Acres Needed/Population		2025 Acres Needed/Population	
	West	East		West	East	West	East	West	East	West	East	West	East
Neighborhood Parks (3-15 acres)	194.5 acres	20.6 acres	215.1acres	.65 ac/1,000	1 ac/1,000	20 acres 214.5 acres (.59/1,000)	50 acres 70.6 acres (.62/1,000)	20 acres 234.5 acres (.62/1,000)	50 acres 120.6 acres (.78/1,000)	10 acres 244.5 acres (.64/1,000)	50 acres 170.6 acres (1.1/1,000)	10 acres 254.5 acres (.63/1,000)	60 acres 230.6 acres (1/1,000)
Community Parks (15-40 acres)	295.8 acres	88.5 acres	384.3 acres	1 ac/1,000	1.5/1,000	40 acres 335.8 acres (.93/1,000)	40 acres 128.5 acres (1.1/1,000)	40 acres 375.8 acres (.99/1,000)	80 acres 208.5 acres (1.3/1,000)	40 acres 415.8 acres (1.1/1,000)	40 acres 248.5 acres (1.6/1,000)	40 acres 455.8 acres (1.1/1,000)	80 acres 328.5 acres (1.4/1,000)
Metro Parks (40-200 acres)	269.9 acres	0	269.9 acres	1 ac/1,000	1.5 ac/1,000	50 acres 319.9 acres (.89/1,000)	160 acres 160 acres (1.4/1,000)	50 acres 369.9 acres (.97/1,000)	50 acres 210 acres (1.4/1,000)		50 acres 260 acres (1.7/1,000)	50 acres 419.9 acres (1/1,000)	80 acres 340 acres (1.5/1,000)
Regional Parks (+200 acres)	572 acres	572.5 acres	1,144.5 acres	1.5 ac/1,000	4 ac/1,000								350 acres 922.5 acres (4/1,000)
Special Use Facilities	118.4 acres	0	118.4 acres	.5 ac/1,000	.5 ac/1,000	10 acres 128.4 acres (.36/1,000)	20 acres 20 acres (.18/1,000)	15 acres 143.4 acres (.38/1,000)	30 acres 50 acres (.32/1,000)	15 acres 158.4 acres (.42/1,000)	20 acres 70 acres (.45/1,000)	10 acres 168.4 acres (.42/1,000)	40 acres 110 acres (.47/1,000)
All Parks Subtotal	1,450.6 acres	681.6 acres	2,132.2 acres	4.65 acres/1,000	8.5 acres/1,000	120 acres 1,569 acres (4.35/1,000)	270 acres 951.6 acres (8.4/1,000)	125 acres 1,694 acres (4.5/1,000)	210 acres 1,161.6 acres (7.5/1,000)	65 acres 1,759 acres (4.6/1,000)	160 acres 1,321.6 acres (8.5/1,000)	110 acres 1,869 acres (4.6/1,000)	610 acres 1,931.6 acres (8.3/1,000)
Retention Basins (City-maintained)	243.4 acres	123.7 acres	367.1 acres	The City estimates that 74 (58%) of the 2001 inventory of retention basins located throughout the community and which are maintained by the Parks and Recreation Division can also be utilized for recreation/practice fields. Projected needs to 2025 are shown on page 2 of the Facilities Guidelines.									
Golf Courses (City-owned)	230.9 acres	132 acres	362.9 acres	Projected needs to 2025 for city-owned golf facilities are shown on page 3 of the Facilities Guidelines.									
Total Parks/Open Space	1,924.9 acres	937.3 acres	2,862.2 acres										
Notes: Power Road is the dividing line for the designation of West and East for all categories. Power Road was selected as the dividing line because the availability of land west of Power Road to purchase is significantly less than east of Power Road. This will require the city to be much more aggressive in their land acquisition efforts over the next twenty years in order to meet the overall open space goals for the city. Projected Population Source: for 2005 and 2010 - <i>Maricopa Association of Governments</i> ; for 2025 population estimates is based on total buildout projected in the <i>Mesa 2025: A Shared Vision General Plan</i> A portion of the total acreage for Red Mountain Regional Park is shown as also serving population west of Power Road Current Average Ratio of Total Parks/Open Space to Population is 6.69 acres/1,000													

Facility Guidelines Table B													
Projected Needs to 2025 for Additional Field and Court Sports Facilities													
Facility Category	Existing Inventory		Total	Std. Facility/Population		2006 Facility Needs/Population		2010 Facility Needs/Population		2014 Facility Needs/Population		2025 Facility Needs/Population	
	West	East		West	East	West	East	West	East	West	East	West	East
60' Baseball/Softball (city)	18 fields	5 fields	76 fields	1 field/5,000	1 field/5,000	4 fields	2 fields	4 fields	4 fields	4 fields	2 fields	4 fields	6 fields
60' Baseball/Softball (schools)	39 fields	14 fields				2 fields 63 fields (.88/5,000)	2 fields 23 fields (1/5,000)	2 fields 69 fields (.91/5,000)	4 fields 31 fields (1/5,000)	2 fields 75 fields (.99/5,000)	2 fields 35 fields (1.1/5,000)	2 fields 81 fields (1/5,000)	6 fields 47 fields (1/5,000)
90' Baseball (city)	9 fields	3 fields	42 fields	1 field/10,000	1 field/7,000	4 fields 32 fields (.89/10,000)	2 fields	2 fields 34 fields (.89/10,000)	2 fields	2 fields 34 fields (.89/10,000)	2 fields	4 fields 40 fields (1/10,000)	4 fields
90' Baseball (schools)	19 fields	11 fields					2 fields 18 fields (1.1/7,000)		2 fields 22 fields (1/7,000)		2 fields 26 fields (1.2/7,000)		4 fields 34 fields (1/7,000)
Soccer (city)	7 fields	6 fields	19 fields	1 field/15,000	1 field/7,500	4 fields	2 fields	4 fields	2 fields	2 fields	2 fields	2 fields	4 fields
Soccer (schools)	1 fields	5 fields				2 fields 14 fields (.58/15,000)	2 fields 15 fields (1/7,500)	2 fields 20 fields (.80/15,000)	2 fields 19 fields (.93/7,500)	2 fields 24 fields (.9615,000)	2 fields 23 fields (1.1/7,500)	2 fields 28 fields (1/15,000)	4 fields 31 fields (1/7,500)
Multi-purpose (city)	10 fields	1 field	88 fields	1 field/5,000	1 field/5,000	2 fields	1 field	2 fields	2 fields	2 fields	2 fields	2 fields	5 fields
Multi-purpose (schools)	54 fields	23 fields				2 fields 68 fields (.94/5,000)	1 field 26 fields (1.1/5,000)	2 fields 72 fields (.95/5,000)	2 fields 30 fields (1/5,000)	2 fields 76 fields (1/5,000)	2 fields 34 fields (1.1/5,000)	3 fields 81 fields (1/5,000)	5 fields 44 fields (.95/5,000)
Recreation/Practice (city basins)	67 basins	7 basins	74 basins	1/5,000	1/7,500	4 fields 71 fields (.98/5,000)	6 fields 13 fields (.87/7,500)	3 fields 74 fields (.97/5,000)	5 fields 18 fields (.87/7,500)	3 fields 77 fields (1/5,000)	5 fields 23 fields (1.1/7,500)	4 fields 81 fields (1/5,000)	8 fields 31 fields (1/7,500)
Basketball (city)	43 courts	6 courts	383 courts	It is recommended that future basketball and volleyball court facility needs be determined by resident demand which is typically identified during neighborhood meetings.									
Basketball (schools)	243 courts	91 courts											
Volleyball/sand and hard (city)	30 courts	7 courts	42 courts										
Volleyball/sand & hard (schools)	2 courts	3 courts											
Notes: Power Road is the dividing line for the designation of West and East for all categories. School field and court counts include Chandler & Gilbert District schools built in Mesa and are not inclusive of indoor school basketball or volleyball courts. Existing inventory estimates are inclusive of school facilities where noted and estimates for expanded facilities anticipate the addition of City and school facilities. Land for development of additional field facilities is included in the acreage projections and lighting fields can be counted toward goal of expanded field facilities.													

Facility Guidelines Table C

Projected Needs to 2025 for Additional Active Recreation Facilities

Facility Category	Existing Inventory		Total	Std. Facility/Population		2006 Facility Needs/Population		2010 Facility Needs/Population		2014 Facility Needs/Population		2025 Facility Needs/Population	
	West	East		West	East	West	East	West	East	West	East	West	East
Urban Paths/Trails	2 miles	0	2 miles	1 mile/20,000	1 mile/20,000	4 miles 6 miles (.33/20,000)	2 miles 2 miles (.35/20,000)	4 miles 10 miles (.53/20,000)	3 miles 5 miles (.65/20,000)	5 miles 15 miles (.79/20,000)	3 miles 8 miles (1/20,000)	5 miles 20 miles (1/20,000)	3 miles 11 miles (1/20,000)
Playgrounds (school and city)	86 playgrounds	17 playgrounds	103 playgrounds	It is recommended that future playground facility needs be determined by resident demand which is typically identified during neighborhood meetings.									
Recreation Centers (city)	38,660 sq.ft.	79,328 sq.ft.	117,988 sq.ft.	1 sq.ft./person	1 sq.ft./person	70,000 sq.ft. 108,660 sq.ft. (.30/person)		70,000 sq.ft. 178,660 sq.ft. (.47/person)	50,000 sq.ft. 129,328 sq.ft. (.83/person)	70,000 sq.ft. 248,660 sq.ft. (.66/person)	50,000 sq.ft. 179,328 sq.ft. (1.2/person)	70,000 sq.ft. 318,660 sq.ft. (.78/person)	55,000 sq.ft. 234,328 sq.ft. (1/person)
Tennis (city)	24 courts	0	139 courts	1 court/3,500	1 court/2,500		2 courts	2 courts	4 courts	2 courts	4 courts	4 courts	16 courts
Tennis (schools)	74 courts	41 courts					2 courts 45 courts (1/2,500)	2 courts 102 courts (1/3,500)	4 courts 53 courts (.88/2,500)	2 courts 106 courts (1/3,500)	4 courts 61 courts (1/2,500)	4 courts 114 courts (1/3,500)	16 courts 93 courts (1/2,500)
Golf Courses	162 holes	117 holes	279 holes	1 hole/2,000	1 hole 1,200		18 holes 135 holes (1.4/1,200)	18 holes 180 holes (.95/2,000)			18 holes 153 holes (1.2/1,200)	18 holes 198 holes (.98/2,000)	18 holes 171 holes (.88/1,200)
Swimming Pools	12 pools	1 pool	13 pools	1/30,000	1/40,000		1 pool 2 pools (.70/40,000)		1 pool 3 pools (.78/40,000)		1 pool 4 pools (1/40,000)	1 pool 14 pools (1/30,000)	1 pool 5 pools (1/40,000)

Notes:
Power Road is the dividing line for the designation of West and East for all categories.
Playground counts for city and school have been combined and are not inclusive of facilities in "private" residential areas or on Church properties.
Recreation Center count is not inclusive of Downtown Senior Center.
Estimates for expanded tennis facilities anticipate the addition of City and School facilities
Counts of golf holes include semi-private, semi-public, and public golf courses.